

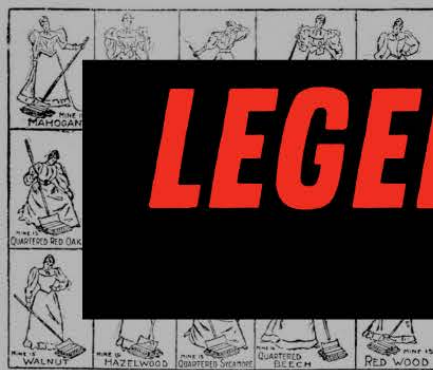
Write and See

How to Save Half on Your Tire Cost

W. D. 10100000

# LEGENDARY ADS VAULT

## COPYLEGENDS.COM



What the tire... such as other possible...  
Book No. 1 on Dynamite  
Book No. 2 on the Liberty  
Book No. 3 on the Liberty  
Book No. 4 for Women  
Book No. 5 for Men (omitted)  
Book No. 6 on Education

The Goodyear Tire & Rubber Co., 86th St., Akron, O.  
We make all sorts of rubber tires.  
Branches and Agencies in All the Principal Cities

Liquid Oxygen.  
Liquorice is simply liquid oxygen...  
It is the most...  
It is the most...  
It is the most...

CLIP OUT THIS COUPON.  
For this offer...  
This offer...  
This offer...

### How Fortunes Are Made



There never was a time when so much money was made, in so many advertising lines, as today.  
So many advertisements are now reading now that people have learned to read them.  
Never did good advertising win so easily.  
Never was your advertising so certain to fail.  
Never was ability so much in demand as your experience is essential.  
These are no times for the amateur.  
Success goes today to the qualified.  
That's why we need more on our own department than on any other part of a business.  
The head of this department, Mr. Claude C. Hopkins, receives \$1,000 a month.  
A record salary in advertising.  
But Mr. Hopkins has made more money for advertisers, in more different lines, than any other man has done.  
His responsibility, as a salesman in private enterprise, is a salesman in private enterprise.  
Mr. Hopkins supervises all of the work which goes out from this agency.  
With Mr. Hopkins are some of the ablest advertising men in America.  
Men whom we have picked out, in course of years, by the brilliant results we have seen them accomplish.  
And we want more of them.  
We want those men who have had the greatest results, regardless of the work they must pay them.  
This department is not an expense center to us for our clients.  
These men make accounts grow, making them pay.  
They create advertising which never fails for their ability.  
It is cheaper for us to develop business in this way than to pay costs to solicit.  
**Our Advisory Board**  
Our Advisory Board consists of six men, all masters of advertising.  
Each is a man of vast experience of proved ability.  
Mr. Hopkins is at the head of it.  
Behind this whole Board is a campaign which we undertake for a man.  
**LO**  
AM. TRAVEL BROS. BLDG.  
NEW YORK

Say "So"  
And you are sure  
that is good for you  
There is pure beer  
—healthful and hard  
on you as much as the  
Yet the pure beer  
much as the other  
Purity is all-impo  
a clean, filtered, s  
beer with no germs

Schli  
That Ma

This Week Only  
That Film  
The Source of All  
By William Somerset Maugham

Why Teeth Discolor and Decay  
Now There's a Way to End It  
Pepsodent  
Present First-Test Coupon as  
Wilkinson & Co.  
10c

# DAVID OGILVY COLLECTION

One of the most...  
The Many-Man Power  
Why We Succeed  
Our Advisory Board  
LORD & THOMAS  
NEWSPAPER, MAGAZINE  
AND OUTDOOR  
ADVERTISING  
CINCINNATI  
TRUST BUILDING  
700 MAIN ST.  
NEW YORK

Just Oxygen.  
We Will Buy  
We Paid \$100,000  
Germ Diseases.  
Let Us Convince You  
CUT OUT THIS COUPON

A Beauty Secret  
3,000 Years Old  
Palmolive  
10c

our tire sales trebled—jumped  
This year 64 leading motor  
contracted for these tires.  
I know them. Ask us for the  
we to cut fire bills in two.  
We control this feature by patents.  
Others have tried a single wire—others  
twisted wires. But the braided wires  
which contract under air pressure are es  
sential to a safe hoodless tire.  
The only desirable tire which can't rim  
cut is the Goodyear No-Rim-Cut tire.  
**10% Oversize**  
When the rim flanges turn outward the  
extra flare lets us make this tire 10 per  
cent oversize. And we do it without any  
extra charge.  
That means 10 per cent more air—10  
per cent more carrying capacity. It avoids  
overloading which, with ordinary tires, is  
almost universal. It takes care of the  
fry, glass front, gas tank, extra tire,  
etc.—the extra weight which most men  
add to their cars.  
This 10 per cent oversize, with the usual  
car, adds 25 per cent to the tire mileage.  
With the No-Rim-Cut feature it will, on  
the average, save half on one's tire bills.  
That's why 500,000 have been sold already.  
Our Tire Book tells scores of facts  
which every motorist should know. It  
tells all we have learned in 12 years of  
tire making. You will learn how to cut  
your upkeep! Ask for the minimum if you  
write us to send this book. Ohio



Why Teeth Discolor and Decay  
Now There's a Way to End It  
Pepsodent  
Present First-Test Coupon as  
Wilkinson & Co.  
10c

# Confessions of a magazine reader

by DAVID OGILVY  
Author of "Confessions  
of an Advertising Man"

I READ 34 magazines every month. I like them all, but the one I admire most is Reader's Digest.

The editors of The Digest are in possession of a remarkable technique: they know how to present complicated subjects in a way that engages the reader.

This gives The Digest's editors great influence in the world. They put their influence to admirable use.

They are on the side of the angels. They are crusaders, and they carry their crusades, in 14 languages, to 75 million souls a month.

They crusade against cigarettes, which kill people. They crusade against billboards, which make the world hideous. They crusade against boxing, which turns men into vegetables. They crusade against pornography.

They crusade for integration, for the inter-faith movement, for the Public Defender system, for human freedom in all its forms.

Good Pope John once told The Digest editors, "How comforting it will be for you, when you come to the close of your lives on earth, to be able to say to yourselves: *We have served the truth.*"

## No log-rolling, no back-scratching

Ten years ago Reader's Digest first opened its columns to advertising. This worried me. I was afraid that The Digest editors would start pulling their punches in deference to advertisers and even give editorial support to advertisers—an obvious temptation to magazine editors. But this has not happened; The Digest has remained incorruptible. No log-rolling, no back-scratching.

The success of The Digest is deserved. It does not depend on prudence, voyeurism or cheap sensationalism. What The Digest editors offer their readers are ideas, education (practical and spiritual) and self-improvement.

The instinct of these editors is toward clarity of expression. The current issue,



as I write, includes articles on religion in schools, on the Congo, urban renewal, violence on television, Abraham Lincoln and safe driving. Each of these subjects is presented in a way which I can understand. If I did not read about them in The Digest, I wouldn't read about them anywhere. I wouldn't have time.

Some highbrows may look down their noses at The Digest, charging it with superficiality and over-simplification. There is a modicum of justice in this charge; you can learn more about the Congo if you read about it in *Foreign Affairs Quarterly*, and you can learn more about Abraham Lincoln in Carl Sandburg's books about him. But have you time?

## Never boring

I seldom read a highbrow magazine without wishing that a Digest editor had worked his will upon it. I would then find it more readable. The Digest articles are never long-winded, never obscure, never boring.

I also admire the editors' courage. They have the guts to open their readers'

minds on delicate subjects. They grasp nettles. Like venereal disease, cancer, mental illness. They are not humorless prigs. Their sense of humor is uproarious. They make me laugh.

## Editorial technique

Their techniques fascinate me. First, the way they present the contents on the cover—a tantalizing menu which invites you to the feast inside. (I have never understood why all magazines don't do this.)

Second, the ingenious way they write the titles on their articles. They pique your curiosity—and they promise to satisfy it. For example:

*What Truckers Say About Your Driving*  
Professional drivers sound off on the  
most common—and dangerous—faults  
of the amateur.

How could anybody resist reading an article with a title like that?

I earn my living as a copywriter in an advertising agency. It is a matter of life and death for me to get people to read my advertisements. I have discovered that more than half the battle is to write headlines which grab people's attention and force them to read the copy. I learned how to do this by studying headlines in *The Digest*.

The Digest editors do not start their articles in the front of the magazine and carry them over in the back. They carry you through their magazine without this maddening interruption, and I bless them for it.

## The battle for men's minds

You and I, gentle reader, live in the United States, and we think of The Reader's Digest as an American magazine. So it is—15 million Americans buy it every month. But it is also published in 20 other countries—10,500,000 copies a month. It is the most popular magazine in several countries abroad, including all of the Spanish-speaking countries.

The International editions of The Digest carry more or less the same articles as the U.S. editions. The editors have dis-

covered that subjects which are important to people in Iowa, California and New York are equally important to people in France, Tokyo and Rio.

Thus it comes about that Digest editors have a profound influence on people who are free to read what they want. This magazine exports the best in American life.

In my opinion, The Digest is doing as much as the United States Information Agency to win the battle for men's minds.

Credit where credit is due. I know nobody who deserves the gratitude of their fellow Americans more than DeWitt and Lila Acheson Wallace. The Digest is the lengthened shadow of these two great editors. Theirs are the names at the top of the masthead. It is the most formidable of all mastheads: no less than 208 men and women. Among them you will find some of the most distinguished journalists in the world. No other magazine is so richly endowed with professional competence.

Some magazines are dominated by the men who sell advertising space. In my experience, there has never been a good magazine which was not, like The Digest, dominated by its editors.

Long live The Reader's Digest!

David Ogilvy

"Reader's Digest asked me if I would comment on why I think so many people all over the world read it," Mr. Ogilvy says. "I agreed to try, because I regard The Digest as a major force for good in the world, and I wanted to say so. In return for my work The Digest will make a donation to Fettes, the Scottish school which gave me my education on a full scholarship."

# Every secret but one\* is in this book

The name of David Ogilvy is known only to a few hundred people, but the products he has advertised are known to millions. Perhaps no other man has persuaded so many to buy so much, using only words and pictures to perform his magic. This book reveals how he does it, explains how *you* can do it, and makes clear why TIME Magazine calls Ogilvy "the most sought after wizard in the advertising industry today".

**WHAT** *Confessions of an Advertising Man* reveals about the strategy and techniques for producing great advertising is worth a fortune to anybody who

1. Has a product to sell
2. Has an idea or service to promote
3. Wants to be successful in an advertising career
4. Would like to enjoy the candid, amazing story of how a canny and witty Scotsman "poor, unknown and in a hurry" beat so many American advertising men at the game they invented.

## The man behind the successes

Whether or not you have heard of David Ogilvy — you have probably bought many of the products and services he has advertised:

*Hathaway Shirts, Schweppes Tonic, Puerto Rico, Rolls Royce Cars, Shell Oil, Pepperidge Farm Bread, Sears Roebuck, Steuben Glass, Dove Soap*

and many others, all famous and all successful.

## Ragoût to riches

Thirty years ago David Ogilvy was one of 37 chefs at the Hotel Majestic in Paris, and cooked for the President of France. When he started his advertising agency in New York, he brashly made a list of the five blue-chip clients he wanted most: *General Foods, Bristol-Myers, Campbell Soup, Lever Brothers, and Shell*.

All five of these companies are now clients of Ogilvy, Benson & Mather — an agency which has billings of \$59,000,000 a year, and offices in New York, Chicago, Los Angeles, San Francisco and Toronto.

How did this happen? Ogilvy confesses:

*"I made a botch of Oxford, and was duly expelled. For the next seventeen years, while my friends were establishing themselves as doctors, lawyers, civil servants, and politi-*

\* A technique for selecting "basic promises" in advertising, so valuable that his partners forbid him to reveal it (though an attentive reader may be able to figure it out for himself).

*cians, I adventured about the world, uncertain of purpose. I was a chef in Paris, a door-to-door salesman, a social worker in the Edinburgh slums, an associate of Dr. Gallup in research for the motion picture industry, an assistant to Sir William Stephenson in British Security Coordination, and a farmer in Pennsylvania.*

*"My boyhood hero had been Lloyd George, and I had expected to become Prime Minister when I grew up. Instead, I finally became an advertising agent on Madison Avenue; and the revenues of my 19 clients are now greater than the revenue of Her Majesty's Government."*

## Tells how you can do it

This is more than a book about advertising by one of the greatest practitioners of all time.

It is a book by the man who tells big business how to become bigger.

It is a bible of tested techniques for anyone interested in creating profitable advertising — based on a lifetime of research.

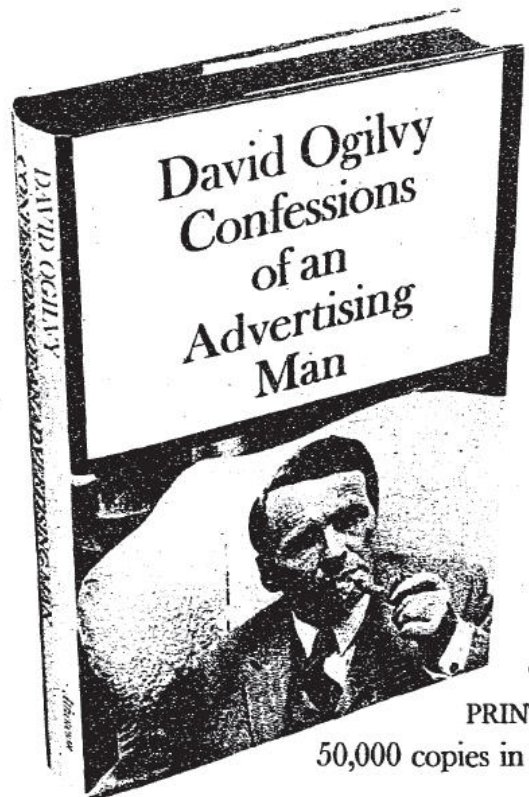
And it is one of the most exciting success stories you have ever read . . . of a witty, fearless iconoclast who started from scratch (a village called West Horsley in England) and ended up in New York as the head of one of the most brilliantly successful agencies in the business.

No other book about advertising has ever told so much about what to do and what to avoid — all based on personal experience. And no other book has told it with such authority, such skill, and with so much good humor. Everything you want to know about advertising is here, and it is written with a disarming distaste for humbug.

## Some typical examples:

- How to get accounts, and how to avoid losing them.
- 19 ways to make potent TV commercials.
- What simple change in an ad can increase sales ten times.
- 10 questions to ask yourself before you fire your agency.
- 8 ways to test your advertising — and why it's important to test.
- 10 rules for making your mark as an agency employee.

- 8 simple devices that can stir your creative process.
- 11 commandments which make for good advertising.
- Why it's dangerous to siphon dollars away from advertising for "promotions".
- 10 rules for writing good headlines (the headline does 80% of the job; 5 times as many people read it as read the copy).
- The only time to stop running a good ad.
- 29 words that add power to a headline.
- 6 emotional words that can strengthen a headline (one example: "Darling, I'm head over heels in DOVE", used by a girl in a bathtub telephoning her lover).
- 10 basic rules for writing good copy.
- 15 tested tips for illustrating advertisements and posters.
- Why photographs sell more than drawings.
- How advertising can stop people buying a product.
- The magic ingredient which forces readers to look at your ad.
- What Ogilvy told a prospective client who gave him only 15 minutes to make his pitch.
- Why an agency must never take on an account it cannot afford to resign.
- Nine things a client must do to get the most out of his agency.
- 17 ways to make long copy more readable. (One item alone can increase readership by 12%).
- A secret about coupons that makes them pull 80% more.
- 22 commandments for advertising food products.
- 7 patterns of employee behavior that will guarantee rising to the top in advertising.
- 6 guides for advertising proprietary medicines.
- The perfect hobby for advertising careerists.
- The smash hit commercial which Ogilvy wrote in his sleep.
- 7 recipes for refreshing vacations, and why vacations are important.
- 10 hints to Account Executives (why premature baldness may be an asset, etc.).
- 9 ways to improve travel ads.



5TH

PRINTING

50,000 copies in print

- Why *new* products are easier to advertise than *old* ones (and what to do about making the old ones seem new).
- The two most powerful words to

use in a headline (one of them can seldom be used; the other should almost always be used).

- Does advertising corrupt newspaper and magazine editors?

## WHY THIS BOOK HAS BECOME A NATIONAL BESTSELLER!

"The liveliest of all books about the advertising business . . . brilliant, absorbing, full of wisdom and fire."—RAYMOND RUBICAM

"A remarkable book . . . deserves to be read . . . and re-read regularly."—MADISON AVENUE

"A stimulating, rewarding, brilliant and enjoyable book. It may, in its way, be a great one. He hides nothing and is prodigally generous with the secrets of his skills."—LEO BURNETT, *Chicago News*

"A wittily urbane collection of aphorism, anecdote and advice . . . by the Babe Ruth and boy wonder of the business."—SATURDAY REVIEW

"An absorbing book . . . a diagram for success on Madison Avenue."—ADVERTISING AGE

"Reveals the sinews of the most disciplined professionalism . . . I know damned well if I had some soap to sell I'd ask Mr. Ogilvy to help me sell it."—Robert Bingham, THE REPORTER

"Well worth examination by publishers, industrialists and professional men . . . He seems to have all the shrewdness of a Levantine lace dealer, with the directness of a Lincoln."—CHRISTIAN SCIENCE MONITOR

"The most entertaining book about the advertising business yet to be published . . . as full of wisdom as it is of wit."—FAIRFAX M. GONE

"Fast, smart and lively . . . is rich in insights and anecdote, with many a delicious tale told out of school."—BENJAMIN SONNENBERG

"Forthright and stimulating . . . It may well turn out to be the best investment you ever made."—JULIAN L. WATKINS, author of *The 100 Greatest Advertisements*

"Spicy and interesting enough to be enjoyable reading for almost anyone."—BALTIMORE SUN

## NO RISK OFFER . . . 10 DAY FREE EXAMINATION

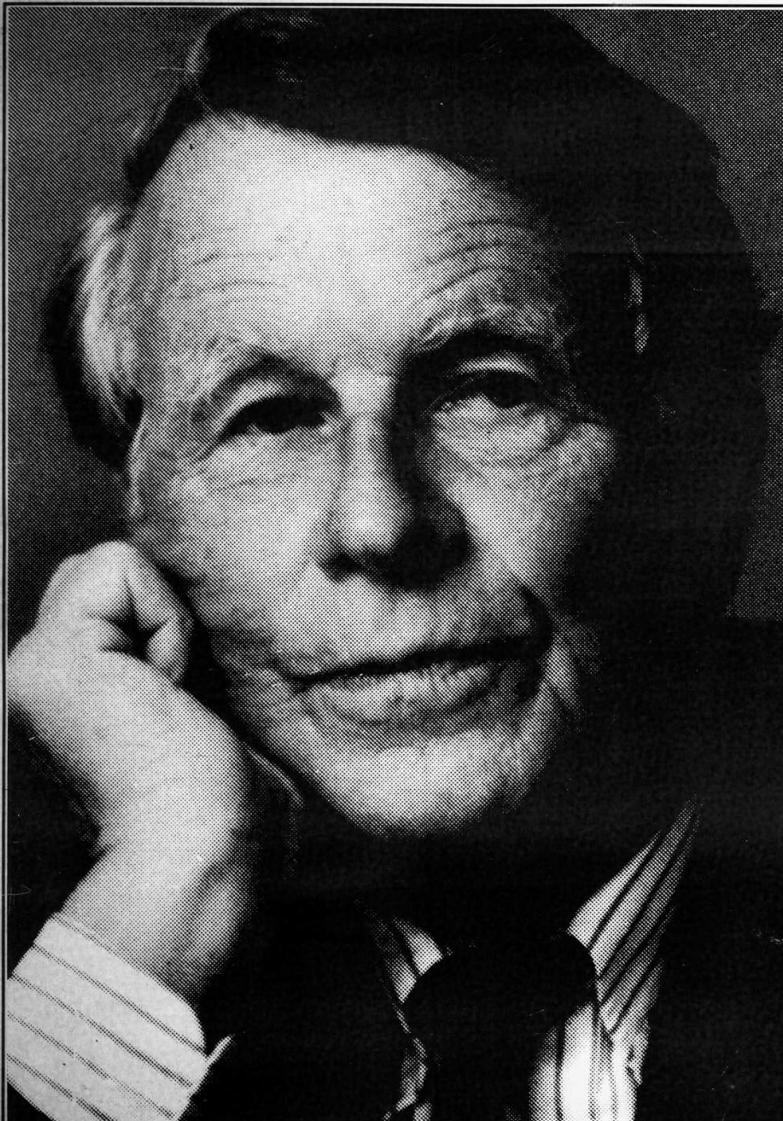
Mail this to your favorite bookseller, or  
**ATHENEUM PUBLISHERS, DEPT. T126, 162 EAST 38 ST., NEW YORK 16, N. Y.**  
 Please send me **CONFESSIONS OF AN ADVERTISING MAN** by David Ogilvy. If I am not satisfied that it is worth more than you are asking for it I may return it within 10 days and you guarantee to refund the purchase price at once. I enclose \$4.95 (postage and handling charges prepaid free).

Name . . . . . (PLEASE PRINT)

Address . . . . .

City . . . . . State . . . . . Zip Code . . . . .

N.Y.C. residents add 4% sales tax.



## Stubborn, irreverent, uncompromising, unpredictable, brilliant, impudent, contrary, provocative, infuriating.

The advertising industry's 'enfant terrible' is 75 this week.

It is 37 years since David Ogilvy opened a creative New York 'boutique' and first started getting on people's nerves.

"Dear Sir or Madam,

If you have decided to hire a new advertising agency, permit me to suggest a simple way of going about it.

Don't delegate the selection to a committee of pettyfoggers. They usually get it wrong.

Start by leafing through some magazines. Tear out the advertisements you *envy*, and find out which agency did them.

Watch television for three evenings, make a list of commercials you envy, and find out which agencies did them.

You now have a list of agencies.

But don't ask to meet the working-level people who would be assigned to your account. You might find them congenial, but have no way of judging their talent. Or you might find them repulsive - some of the most talented people are.

Ask what the agency charges. If it is 15 per cent, insist on paying 16 per cent. The extra one per cent won't kill you, but it will double the agency's normal profit, and you will get better service.

Whatever you do, don't *haggle*.

Insist on a five year contract. This will delight the agency - and protect you from being fired.

Don't keep a dog and bark yourself. Any fool can write a bad advertisement, but it takes a genius to keep his hands off a good one."

This is called opening for business with a bang.

**Toadies and gentlemen.**

Here are a few more sticks of dynamite. This time for Ogilvy's employees.

"I A B H O R ruthlessness. I abhor bureaucracy or rigid pecking orders. I despise office politicians, toadies, bullies, pompous asses, paper warfare, nepotism and every other form of favouritism.

"I A D M I R E people who work hard, who bite the bullet. I admire people with first class brains. People with gentle manners. Self-confident professionals. People who are honest. Honest in argument, honest with clients, honest with suppliers, honest with the company - and above all, honest with consumers."

Of course, the boss led by example. In this Ogilvy followed lessons learnt at the elbow of his

own former 'patron'. One Monsieur Pitard, head chef at the Hotel Majestic in Paris.

**A recipe for success.**

Pitard was the best cook in the brigade. He ruled with a rod of iron, demanded exorbitant standards of service and idolised profit.

"I always believed that if I could understand how Monsieur Pitard inspired such white-hot morale," wrote Ogilvy, "I could apply the same kind of leadership to the management of an advertising agency."

Pitard is to blame for the following:

Scant praise; no forgiveness when an advertisement or commercial failed to materialise on the date promised a client ("In the best establishments, promises are always kept, whatever it may cost in agony or overtime"); intolerance of untidy offices; inspection of every campaign before it went to client, most being sent back for more work; the expectation that the staff would work the same hours as the boss - namely 80 hours a week ("Hard work never killed a man").

Under such circumstances something had to give. It turned out to be the clients.

They gave Ogilvy their business.

## Fortunately, his employees take after him.

Indeed, a former Chief Justice of India dubbed him the master of "the art of arresting the human intelligence long enough to get money from it."

By 1963, Ogilvy had managed to arrest his clients' intelligence to the tune of \$55 million.

**Wanted: Fire-eaters and golden geese.**

Ogilvy grudgingly recognised that he would need partners.

"Above all, the head of an agency must know how to delegate. This is easier said than done. The clients don't like the management of their accounts to be delegated to juniors, any more than patients in medical hospitals like the doctors to turn them over to medical students."

The type of people clients *did* like their accounts managed by were those "with fire in their bellies." Also creators of great campaigns, "the geese who lay golden eggs."

As the business grew, so this new breed moved into the front line.

**A pain in the posterior.\***

Fire-eaters, geese and clients alike were ever liable to have their hair brusquely parted by a salvo fired from Touffou, Ogilvy's chateau in France. It is 1983.

"I run the risk of being denounced by the idiots who hold that any advertising technique which has been in use for more than two years is 'ipso facto' obsolete.

If they have read Horace, they will say that I am 'difficilis, querulus, laudator temporis acti. Se puero, castigato, censorio minorum.'" So what? I comfort myself with the reflection that I have sold more merchandise than all of them put together."

As for clients:

"They get the advertising they deserve. Some behave so badly that no agency could produce effective advertising for them. Some behave so well that no agency could fail to do so."

**Six of the best.**

Ogilvy was not mellowing with age. 1983 again. In his preface to 'Ogilvy on Advertising' he wrote, "I hate rules." So here are six of his best, as reiterated in 1985:

1. "We sell - or else."  
2. "You cannot *bore* people into buying your product; you can only *interest* them in buying it."  
3. "We hire gentlemen with brains."

4. "Unless your campaign contains a Big Idea it will pass like a ship in the night."

5. "Never run an advertisement you would not want your family to see."

6. "Only First Class business and that in a First Class way."

**In the company of giants.**

Ogilvy's agency now bills \$3,318 million. It has 268 offices in 103 cities world-wide. Upon his or her appointment, the new head of an office receives a Russian doll. Inside it there is a smaller doll and so on. Inside the smallest doll there is a message from the man himself:

"If each one of us hires people who are smaller than we are, we shall become a company of dwarves. But if each of us hires people who are bigger than we are, we shall become a company of giants."

A number of Ogilvy heads of office assembled last summer at Fishmonger's Hall, London. David Ogilvy was there to address them.

"A recent survey among advertisers and other agencies revealed that our New York office is seen as 'sophisticated, imaginative, disciplined, objective and exciting,'" he said.

"This describes the culture I have devoted 36 years to cultivating," he archly concluded.

The chairman of Ogilvy & Mather in London is Peter Warren. For advertising that works, call him on (01) 836 2466. Or else.

**Ogilvy & Mather**

Brentnham House, Lancaster Place, London WC2E 7EZ.

# How to create advertising that sells

by David Ogilvy

Ogilvy & Mather has created over \$1,480,000,000 worth of advertising, and spent \$4,900,000 tracking the results.

Here, with all the dogmatism of brevity, are 38 of the things we have learned.

**1. The most important decision.** We have learned that the effect of your advertising on your sales depends more on this decision than on any other: *How should you position your product?*

Should you position SCHWEPES as a soft drink—or as a mixer?

Should you position DOVE as a product for dry skin or as a product which gets hands really clean?

The results of your campaign depend less on how you write your advertising than on how your product is positioned. It follows that positioning should be decided before the advertising is created.

Research can help. Look before you leap.

**2. Large promise.** The second most important decision is this: what should you promise the customer? A promise is not a claim, or a theme, or a slogan. It is a *benefit for the consumer*.

It pays to promise a benefit which is unique and competitive. And the product must *deliver* the benefit you promise.

Most advertising promises *nothing*. It is doomed to fail in the marketplace.

"Promise, large promise, is the soul of an advertisement"—said Samuel Johnson.

**3. Brand image.** Every advertisement should contribute to the complex symbol which is the brand image. Ninety-five percent of all advertising is created *ad hoc*. Most products lack any consistent image from one year to another.

The manufacturer who dedicates his advertising to building the most sharply defined personality for his brand gets the largest share of the market.

**4. Big ideas.** Unless your advertising is built on a BIG IDEA it will pass like a ship in the night.

It takes a BIG IDEA to jolt the consumer out of his indifference—to make him *notice* your advertising, *remember* it and *take action*.

Big ideas are usually *simple* ideas. Said Charles Kettering, the great General Motors inventor: "This problem, when solved, will be simple."

BIG SIMPLE IDEAS are not easy to come by. They require genius—and midnight oil. A truly big one can be continued for twenty years—like our Eyepatch for Hathaway shirts.

**5. A first-class ticket.** It pays to give most products an image of quality—a first-class ticket.

Ogilvy & Mather has been conspicuously successful in doing this—for Pepperidge, Hathaway, Mercedes-Benz, Schwepes, Dove and others.

If your advertising looks ugly, consumers will conclude that your product is shoddy, and they will be less likely to buy it.

**6. Don't be a bore.** Nobody was ever *bored* into buying a product. Yet most advertising is impersonal, detached, cold—and dull.

It pays to *involve* the customer. Talk to her like a human being. Charm her. Make her hungry. Get her to participate.

**7. Innovate.** Start trends—instead of following them. Advertising which follows a fashionable fad, or is imitative, is seldom successful.

It pays to *innovate*, to blaze new trails. But innovation is risky unless you pretest your innovation with consumers. Look before you leap.

**8. Be suspicious of awards.** The pursuit of creative awards seduces creative people from the pursuit of sales.

We have been unable to establish any correlation whatever between awards and sales.

At Ogilvy & Mather we now give an annual award for the campaign which contributes the most to sales.

Successful advertising sells the product without drawing attention to itself. It rivets the consumer's attention on the *product*.

Make the product the hero of your advertising.

**9. Psychological segmentation.** Any good agency knows how to position products for *demographic* segments of the market—for men, for young children, for farmers in the South, etc.

But Ogilvy & Mather has learned that it often pays to position products for *psychological* segments of the market.

Our Mercedes-Benz advertising is positioned to fit nonconformists who scoff at "status symbols" and reject flimflam appeals to snobbery.

**10. Don't bury news.** It is easier to interest the consumer in a product when it is *new* than at any other point in its life. Many copywriters have a fatal instinct for burying news. This is why most advertising for new products fails to exploit the opportunity that genuine news provides.

It pays to launch your new product with a loud BOOM-BOOM.

**11. Go the whole hog.** Most advertising campaigns are too complicated. They reflect a long list of marketing objectives. They embrace the divergent views of too many executives. By attempting too many things, they achieve nothing.

It pays to boil down your strategy to one simple promise—and go the whole hog in delivering that promise.

## What works best in television

**12. Testimonials: Avoid irrelevant celebrities.** Testimonial commercials are almost always successful—if you make them credible.

Either celebrities or real people can be effective. But avoid *irrelevant* celebrities whose fame has no natural connection with your product or your customers. Irrelevant celebrities steal attention from your product.

**13. Problem-solution (don't cheat!)** You set up a problem that the consumer recognizes.

Then you show how your product can solve that problem.

And you prove the solution. This technique has always been above average in sales results, and it still is. But don't use it unless you can do so *without cheating*; the consumer isn't a moron, she is your wife.

**14. Visual demonstrations.** If they are honest, visual demonstrations are generally effective in the marketplace.

It pays to *visualize your promise*. It saves time. It drives the promise home. It is memorable.

**15. Slice of life.** These playlets are corny, and most copywriters detest them. But they have sold a lot of merchandise, and are still selling.

**16. Avoid logorrhea.** Make your *pictures* tell the story. What you show is more important than what you say.

Many commercials drown the viewer in a torrent of words. We call that logorrhea (rhymes with diarrhea).

We have created some great commercials *without* words.

**17. On-camera voice.** Commercials using on-camera voice do significantly better than commercials using voice-over.

**18. Musical backgrounds.** Most commercials use musical backgrounds. However, on the average, musical backgrounds reduce recall of your commercial. Very few creative people accept this.

But we never heard of an agency using musical background under a new business presentation.

**19. Stand-ups.** The stand-up pitch can be effective, if it is delivered with straightforward honesty.

**20. Burr of singularity.** The average consumer now sees 20,000 commercials a year; poor dear.

Most of them slide off her memory like water off a duck's back.

Give your commercials a flourish of singularity, a burr that will stick in the consumer's mind. One such burr is the MNEMONIC DEVICE, or relevant symbol—like the crowns in our commercials for Imperial Margarine.

**21. Animation & cartoons.** Less than five percent of television commercials use cartoons or animation. They are less persuasive than live commercials.

The consumer cannot identify herself with the character in the cartoon. And cartoons do not invite belief.

However, Carson/Roberts, our partners in Los Angeles, tell us that animation can be helpful when you are talking to *children*.

They should know—they have addressed more than six hundred commercials to children.

**22. Salvage commercials.** Many commercials which test poorly can be salvaged.

The faults revealed by the test can be corrected. We have *doubled* the effectiveness of a commercial simply by re-editing it.

**23. Factual vs. emotional.** Factual commercials tend to be more effective than emotional commercials.

However, Ogilvy & Mather has made some emotional commercials which have been successful in the marketplace. Among these are our campaigns for Maxwell House Coffee and Hershey's Milk Chocolate.

**24. Grabbers.** We have found that commercials with an exciting opening hold their audience at a higher level than commercials which begin quietly.

## What works best in print

**25. Headlines.** On the average, five times as many people read the headline as read the body copy.

It follows that, if you don't sell the product in your headline, you have wasted 80 percent of your money. That is why most Ogilvy & Mather headlines include the brand name and the promise.

**26. Benefit in headlines.** Headlines that promise a benefit sell more than those that don't.

**27. News in headlines.** Time after time, we have found that it pays to inject genuine *news* into headlines.

The consumer is always on the lookout for new products, or new improvements in an old product, or new ways to use an old product.

Economists—even Russian economists—approve of this. They call it "informative" advertising. So do consumers.

**28. Simple headlines.** Your headline should *telegraph* what you want to say—in simple language. Readers do not stop to decipher the meaning of obscure headlines.

**29. How many words in a headline?** In headline tests conducted with the cooperation of a big department store, it was found that headlines of ten words or longer sold more goods than short headlines.

In terms of *recall*, headlines between eight and ten words are most effective.

In *mail-order* advertising, headlines between six and twelve words get the most coupon returns.

On the average, long headlines sell more merchandise than short ones—headlines like our

"At 60 miles an hour, the loudest noise in this new Rolls-Royce comes from the electric clock."

**30. Localize headlines.** In local advertising it pays to include the name of the city in your headline.

**31. Select your prospects.** When you advertise a product which is consumed only by a special group, it pays to "flag" that group in your headline—MOTHERS, BED-WETTERS, GOING TO EUROPE?

**32. Yes, people read long copy.** Readership falls off rapidly up to fifty words, but drops very little between fifty and five hundred words. (This page contains 1909 words, and you are reading it.)

Ogilvy & Mather has used long copy—with notable success—for Mercedes-Benz, Cessna Citation, Merrill Lynch and Shell gasoline.

"The more you tell, the more you sell."

**33. Story appeal in picture.** Ogilvy & Mather has gotten notable results with photographs which suggest a story. The reader glances at the photograph and asks himself, "What goes on here?" Then he reads the copy to find out.

Harold Rudolph called this magic element "story appeal." The more of it you inject into your photograph, the more people look at your advertisement.

It is easier said than done.

**34. Before & after.** Before and After advertisements are somewhat above average in attention value.

Any form of "visualized contrast" seems to work well.

**35. Photographs vs. artwork.** Ogilvy & Mather has found that photographs work better than drawings—almost invariably.

They attract more readers, generate more appetite appeal, are more believable, are better remembered, pull more coupons, and sell more merchandise.

**36. Use captions to sell.** On the average, twice as many people read the captions under photographs as read the body copy.

It follows that you should never use a photograph without putting a caption under it; and each caption should be a miniature advertisement for the product—complete with brand name and promise.

**37. Editorial layouts.** Ogilvy & Mather has had more success with editorial layouts than with "addy" layouts.

Editorial layouts get higher readership than conventional advertisements.

**38. Repeat your winners.** Scores of great advertisements have been discarded before they have begun to pay off.

Readership can actually *increase* with repetition—up to five repetitions.

## Is this all we know?

These findings apply to most categories of products. But not to all.

Ogilvy & Mather has developed a separate and specialized body of knowledge on what makes for success in advertising *food products, tourist destinations, proprietary medicines, children's products*—and other classifications.

But this special information is revealed only to the clients of Ogilvy & Mather.

Ogilvy  
& Mather

2 East 48th Street, New York, N.Y. 10017

# How much should you spend on advertising?

Ogilvy & Mather can often answer this question through the use of a new analytical tool.

For the last year, Ogilvy & Mather has been using a technique that reveals the relationship between advertising expenditure, market share and profit.

This technique makes use of a mathematical model developed by the Hendry Corporation, an independent group of marketing consultants.

Ogilvy & Mather is the only advertising agency with rights to use it.

Its validity has been demonstrated with many products in many categories of consumer goods.

The information needed for the model is available from the current files of most advertisers. No need for extensive market tests or elaborate market research.

Results can be obtained quickly, and inexpensively.

The technique is new. Some of our clients are using it in planning their advertis-

ing budgets. Others are testing it in the marketplace. Still others are considering how to apply it to their particular problems, or how best to translate what it tells them into marketing action.

We believe it is an important new tool for guiding strategic planning. It forces objective thinking.

The varying uses of the theory are reflected in the examples that follow. We put them forward to indicate how this new tool might help you clarify your own thinking about questions such as:

## What is the optimum spending level for your product?

Analysis for one of our clients showed that he could cut advertising by \$3,000,000—with little decline in share of market but a significant increase in profits.

A similar analysis for another client

showed that he should double his already large advertising budget if he wished to achieve optimum profits.

If you manufacture a product with a small share of market you may choose to advertise beyond the point of maximum profit—in order to maintain distribution. This analysis will indicate how much advertising should be used.

On the other hand, if your product enjoys a high share of market, you may wish to sacrifice some profit in order to sustain this high share—for competitive reasons. Again, our analysis will suggest the appropriate level of advertising to accomplish this.

Whatever your marketing objectives, we believe you can now determine the optimum level of advertising consistent with them.

## How much of your share of market is due to advertising?

For some products advertising accounts for a major part of their share of market; without any advertising their survival would be doubtful. For example, one brand studied had an 11 percent share of market. Analysis showed that its share would be only 6 percent in the absence of advertising.

For another brand, our analysis found that advertising contributed only one share point out of nine. However, unit margins were high enough to make this one share point very profitable.

We believe that for the first time it is possible to find out in dollars and cents what you are getting for your advertising dollars.

## How can you best allocate your total advertising among different brands or among different forms of a single brand?

Most manufacturers who sell a number of products determine advertising budgets brand by brand. Total profits for the company can sometimes be increased by spending more on some brands and less on others than was determined on an individual basis; while the aggregate company advertising expenditure remains the same.

Ogilvy & Mather can now help you determine when this is the case—and how much to spend on each brand.

If your brand comes in more than one form you may be missing profit opportuni-

ties as a result of inefficient division of your advertising budget among the various forms.

One of our clients was marketing a product in four forms. All of the advertising was placed behind Form I. Our analysis showed that if he shifted a large part of his budget to Form III, he would increase his profit without affecting his total share of market.

## How can you best allocate your advertising budget to different sales territories?

In the same way that brand shares can vary by sales territories, the productivity of advertising can also vary from territory to territory.

A regional analysis showed how one of our clients could realize \$300,000 in additional profit if he would reallocate his \$4,000,000 advertising budget.

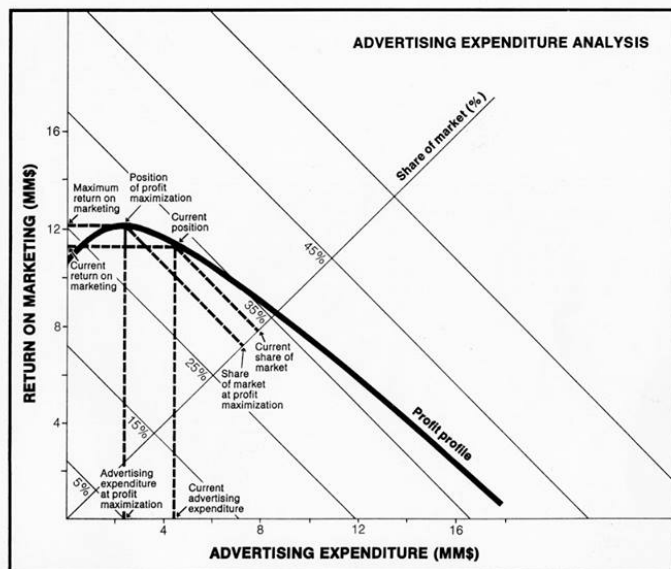
The analysis showed him how to distribute the money so that, dollar for dollar, it was equally productive in each of his marketing areas.

## How big an advertising budget to introduce new products?

For one of our clients we found that the marketing objectives for a new product could not be achieved at an affordable level of advertising. So we advised them not to advertise at all.

For another new product, a brief market test was used to obtain data for use in the mathematical model. We were then able to determine the optimum advertising budget. The analysis indicated that less advertising than was used in the test would yield the most profitable results.

N.B. This method of analysis reflects conditions in the market at the time it is made; it does not allow for subsequent major changes. If marketing conditions change substantially, the analysis must be repeated.



A schematic representation of the relationship between Advertising, Share of Market and Return on Marketing. (Return on Marketing = Profits + Allocated Costs; it excludes the cost of advertising.)

This analysis shows that a cut of \$1,900,000 in Advertising (from \$4.3 to \$2.4 million) would result in maxi-

mization of return on marketing and an increase in returns (over and above the cut in advertising) of \$900,000 (from \$11,200,000 to \$12,100,000). This, however, would result in a drop in share of market of 3.5 percentage points (from 33.5 to 30.0) which might be harmful to the momentum of the brand in a highly competitive market.

Ogilvy  
&  
Mather

2 East 48th Street, New York, N.Y. 10017

# How to create financial advertising that sells

by Ogilvy & Mather

Ogilvy & Mather has created over \$100 million worth of advertising for clients in many financial fields — banking, insurance, investments, credit cards.

Here are twelve of the things we have learned.

**1. The most important decision.** How should you position your financial product or service? This is the most important decision you will make. It affects the way you conduct your business, as well as what you say in advertising.

Merrill Lynch is positioned as a total financial services center, not as just a stockbroker.

American Express Travelers Cheques are positioned for domestic travel, as well as foreign.

The Fidelity Bank of Philadelphia is positioned as the bank that does the most to stretch your money.

The results of your campaign depend less on how your advertising is written than on how your product is positioned. It follows that positioning should be decided before the advertising is created. Research can help. Look before you leap.



Consistency pays. The positioning for this American Express Card campaign is 10 years old. It won the 1973 David Ogilvy Award—given solely for success in sales.

**2. Build a bond of trust.** Any advertisement is likely to work better if readers believe it. In financial advertising it pays to build a bond of trust. This is because many financial services offer benefits that cannot be seen or measured for years, yet are vital to the customer's well-being.

Here are five ways to build trust:

• **Demonstrate your stability.** You are asking people to come forward with hundreds, even thousands, of dollars. Perhaps their entire life savings. Nobody wants to entrust his money to a bank or brokerage house that might fail. Your advertising can help build confidence in your stability.

When Merrill Lynch was still a private company, they didn't have to publish an annual report. But they published one anyway, and offered it in advertising.

Merrill Lynch's philosophy of "doing business in a goldfish bowl" suggested that they had nothing to hide. It paid dividends in goodwill and new business.

• **Find a spokesman your prospects will trust.** When Ogilvy & Mather was looking for a spokesman for New York's Bowery Savings Bank, we asked this question: "Who personifies New York at its best, and would be trusted instinctively by New Yorkers?"

Joe DiMaggio led the list by a wide margin and became The Bowery's spokesman. Within eight months, awareness of The Bowery's advertising increased 50 percent.

• **Be scrupulously honest.** In a commercial about their annual report, City Investing Company said: "Where we did well, we show you. And

where we didn't do so well, we show you that, too. People trust a company that tells the truth.

• **Show who is behind those granite walls.** It is easier to trust a human being than a faceless company. Investors, for example, want to know who is handling their money. Lionel D. Edie & Co., the investment advisory subsidiary of Merrill Lynch, showed their top investment advisors in their advertising. It helped establish person-to-person contact with dozens of prospective accounts.

• **Don't be cute.** People take their money seriously and are seldom disposed to trust it to a come dian. Ogilvy & Mather has found that it pays to

## Notes on corporate advertising to the financial community

Few security analysts or sophisticated investors will admit that advertising can affect their evaluation of a company. Ogilvy & Mather's research tells a different story.

If you are considering advertising to the financial community, here are five keys to success:

1. Be ready to make a long-term commitment—three to five years—or the money you spend will be wasted.

2. Give a candid indication of how you plan to grow in earnings per share. The people who recommend or buy your company's stock hate surprises.

3. Make sure your financial reports—and your advertising—are easy to understand. Financial experts will avoid a company whose communications are hard to decipher.

4. Measure your results. Be as hard-nosed about your advertising investment as any other investment you make.

5. Be different. Your advertising must set you apart from other corporations—or it will pass like a ship in the night.

leave whimsy to those who advertise whimsical products.

3. **Offer a unique benefit—and advertise it.** American Express is the only brand of travelers cheques which guarantees an emergency refund 24 hours a day, 365 days a year, anywhere in the continental U.S. Their advertisements never fail to mention this fact.

4. **Simplify your offer.** Like every other commercial bank in Philadelphia, The Fidelity Bank offered a schedule of reduced checking costs for customers who kept certain balances in their checking account or savings account. The idea was unwieldy and complicated to explain in advertising.

Unlike the other banks, Fidelity simplified its offer by advertising free checking for anyone who kept at least \$400 in a savings account.

Result: In just four months, Fidelity Bank quadrupled the number of customers in its free checking program—and enjoyed a healthy increase in savings deposits.

5. **Go on television.** There is a theory that television provides too much "waste circulation" to be efficient in reaching upper income groups. This theory has been proven false. The visibility and impact of television can more than offset the diversity of its audience.

We have used television effectively for all our financial clients.

6. **Find a unique symbol.** A distinctive and memorable visual symbol can give your advertis-

ing a hook that will catch in your prospect's mind.

• **The Merrill Lynch bulls** symbolize the company's confidence in the long-term strength of the American economy.

• **The Nationwide blanket** symbolizes the complete coverage Nationwide can provide for your home, car, and family.

7. **Go first class.** It pays to give your service an image of quality. If your advertising looks cheap or ugly, prospects will assume that your service is shoddy.

8. **Unify your advertising.** Often a financial advertiser offers different services to different groups of people. Without a common theme, the advertising may seem to come from several small companies, rather than from one large one. That charging herd of bulls makes every Merrill Lynch advertisement work toward a common cause even when the services offered are different.

9. **Talk your customers' language.** Part of Joe DiMaggio's appeal to New Yorkers is that he's a "regular guy." He never talks in trade jargon never builds a wall of arcane verbiage around The Bowery's services.

By the end of his first year as spokesman, The Bowery's share of the growth in savings bank deposits jumped over 60 percent.

10. **Make sure people know you really want their business.** Many people are afraid of financial institutions. For example, they hesitate to ask for a loan out of fear of being turned down.

Fidelity Bank cut through this fear by announcing: "Fidelity Bank has \$10 million to lend by May 1." The money was gone in 60 days.

11. **Make the most of news.** We have found that financial advertising gets more readership when tied in with news.

But make sure you act fast. A Merrill Lynch advertisement on Phase Three controls was written, approved, set in type, and sent to newspapers within 12 hours of the newsbreak.

In the summer of 1971, many Americans abroad were unable to exchange their dollars for foreign currency because of an overnight devaluation. Immediately, Ogilvy & Mather people in London and Paris filmed interviews with Americans whose vacations had been saved by the American Express Card, which was still usable because charges on it are made in the local currency.

Within days, these interviews were on the air in television commercials. The number of people who rated the American Express Card as the "best general-purpose credit card" grew 40 percent faster than projections.

**Merrill Lynch  
is bullish on America.**



A distinctive symbol. Six weeks after this commercial went on the air, over 65 percent of the target audience could identify the firm that was bullish on America.

12. **Don't be afraid of long copy.** A financial commitment is intensely interesting to the person about to make it. Be sure to give your prospects plenty of information.

Research shows that although readership falls off rapidly up to fifty words, it drops very little between 50 and 500 words.

One of the best coupon advertisements for Merrill Lynch contained more than 1,145 words. "The more you tell, the more you sell."

## How to integrate direct response into your marketing plan

If you have a new product or service, make sure your key prospects get the news ahead of the general public—in the mail.

And don't ignore your current customers. They are often your best prospects.

## Financial clients of Ogilvy & Mather

American Express Card  
American Express Travelers Cheques  
American Express International Banking Corp.  
The Bowery Savings Bank  
City Investing Company  
The Fidelity Bank  
Merrill Lynch & Co., Inc.  
Nationwide Insurance

In collaboration with Hodes-Daniel Advertising, Ogilvy & Mather's Direct Response Division offers financial marketers a unique combination of services.

Hodes-Daniel has specialized in financial direct marketing for 30 years. They can also computerize your mailing list, print your mailings, and send them out.

Thus you can now get all the marketing services you need from a single source. Which should mean greater speed, better coordination, and more efficient use of your marketing dollars.

**Fidelity Bank  
has \$10 million  
to lend by May 1**



Many people are afraid to ask a bank for money. Fidelity's direct approach made it easier to ask. Result: every cent of the money was gone in 60 days.

## Invitation

Ogilvy & Mather has a comprehensive one-hour slide presentation on financial advertising. If you would like to see this presentation, please write on your company letterhead to any of these heads of Ogilvy & Mather offices: Andrew Kershaw in New York; Michael Turner in Houston; or Cy Schneider in Los Angeles.

**Ogilvy  
& Mather**

2 East 48th Street, New York, N.Y. 10017  
2600 Two Shell Plaza, Houston, Texas 77002  
5900 Wilshire Blvd., Los Angeles, Calif. 90036

# How direct response advertising can increase your sales and profits

Even if your company has never used direct response, read what Ogilvy & Mather has learned from half a billion coupons

Ogilvy & Mather has created more than \$150,000,000 worth of direct response advertising—in mail and media—for the American Express Company, Burpee Seeds, Cessna Aircraft, Nationwide Insurance, Shell Oil, Sears, Roebuck and other clients.

In the process, we have learned that direct response advertising can help sell \$750,000 jet airplanes as well as 25¢ packets of flower seeds.

Here are a few of the ways Ogilvy & Mather uses this most accountable form of advertising as part of our clients' marketing programs. Some of them may be useful to you.

**1. Direct response can be your "secret weapon" in new product introductions.** Cessna Aircraft used direct mail in its introduction of "Citation," a new \$750,000 business jet. Ogilvy & Mather began mailings to a list of key corporate executives and their chief pilots long before the first "Citation" was in production.

Sales leads in response to these mailings helped "Citation" become the world's largest selling business jet in just one year.

**2. A remarkably efficient way to reach your best prospects.** Today Mercedes-Benz diesel engine cars sell well in America. But ten years ago, it was difficult to identify and reach the limited number of high-potential prospects for diesel cars.

Ogilvy & Mather compiled a list of people who matched the demographic profile of existing diesel car owners, then sent them the 8-page letter. As a direct result of the letter, Mercedes-Benz sold 716 diesel cars within eight weeks.

**3. How to land your most profitable new customers.** Ogilvy & Mather has developed special acquisition programs designed to acquire new credit customers for our clients on a highly selective basis.

These programs combine sophisticated list segmentation techniques with a remarkably precise formula that identifies the profitable customer; establishes his real value; and reveals how much should be spent to acquire him.

#### PRESENT VALUE FORMULA

$$PV = \int_0^5 (\alpha r \pi e^{-t/\lambda} - \alpha r d e^{-t/\gamma} - \alpha C_b e^{-t/\lambda}) e^{-\rho t} dt - Se^{-\rho L} - M - RC_p$$

This is an example of a "present value" economic model. This model—programmed with test results and appropriate up and downside risks—reveals the true cost of acquiring a new credit customer and predicts the net profit he will return over the next 5 years.

**4. How to build a bank of localized leads for your sales force.** The pinpoint accuracy of direct mail makes it the ideal medium for obtaining sales leads exactly where you need them most.

Our computerized "Commodity Futures List Bank" supplies localized leads to Merrill Lynch representatives from Saskatchewan to San Francisco.

**5. Direct response can make television dollars work harder.** Television commercials for American Express Credit Cards end with a request for a direct response by phone. This produces tens of thousands of applications for the Card.

Ogilvy & Mather has also improved response to direct mailings by timing mail drops to coincide with television advertising.

**6. Direct response is an indispensable element in successful travel advertising.** Direct response, in mail as well as other media, has proven to be a key ingredient in marketing travel.

The secret is to close the sale by mail—or to obtain a highly qualified lead—instead of wasting a fortune mailing expensive booklets and pamphlets.

Ogilvy & Mather coupon advertisements for Cunard have paid out four times over in immediate ticket sales.

A direct mail offer of free London theater tickets produced response rates as high as 26 percent for the British Tourist Authority.

**7. You can now sell high-ticket items direct by mail.** Today's ever-increasing distribution of credit cards has revolutionized marketing by mail.

Credit cards now make direct mail practical for selling sewing machines, calculators, color television sets and many other products costing hundreds, even thousands, of dollars.

As sales costs escalate, more and more manu-

#### How to capitalize on new profit opportunities in direct marketing.

Today, more and more major corporations are considering direct marketing in their search for new sources of profit.

It pays to look before you leap into this highly specialized business.

Ogilvy & Mather has found that the odds for success improve if you can use your own customer list and retail packages as an entrée into direct marketing.

One mail marketing business we helped develop now does fifty million dollars in annual sales.

facturers will turn to this new way of selling direct to the consumer.

#### Techniques that work best in direct response advertising

**8. Challenge dogma.** Ogilvy & Mather has found that it often pays to challenge dogma and test for breakthroughs. Our tests show that:

- An inexpensive offset letter can often out-pull far more costly computer letters.
- "On-page coupon-envelopes" can be more cost efficient than expensive preprint inserts.
- An innovative letter can be more important to your success than a big, beautiful 4-color brochure.

Note: These examples are not offered to create new dogma but to emphasize that it pays to test.



This innovative "personal" letter from Peter Hich Tchikovsky—created from hundreds of letters actually written by the great composer—substantially increased response for a new record offer.

**9. How to make long copy succeed.** Tests show long copy usually, but not always, pulls more orders than short copy in direct response advertising.

Specifics are the key ingredient in successful long copy. Glittering generalities turn readers off. Beware of long copy that is lazy. Supply facts and figures. They impress the reader and help close the sale.

**10. The way you position your offer can double your response.** We recently split-run three new advertisements against a successful Burpee advertisement that featured a \$1 offer in the headline.

All three new advertisements improved

response. The one shown below increased results 112 percent.



**The reason:** The new advertisement offered a free catalog—and clearly positioned Burpee as America's leading breeder of new flower and vegetable varieties for the home gardener.

**11. It pays to demonstrate.** Product demonstrations are not easy to do in direct mail. But they are worth the effort. They can be exceptionally effective.

Ogilvy & Mather's mailing for Cessna's "Citation" jet enclosed a recording that contrasted the "Citation's" low noise levels with competitive jets—and even an electric blender.

The record proved Cessna's case; words alone could only have made a claim.

**12. Asking the reader to quiz himself increases response.** Inviting readers to take a quiz involves them with your advertising.

This can pay handsome dividends, as this split-run test shows.

#### WHICH AD PULLED BEST?



The advertisement on the right invited the reader to quiz herself—as we are doing here by asking you to guess which ad pulled best. (The "quiz," of course, by 250 percent.)

**13. The "close" is crucial in direct response.** The reader who makes a mental note to "mail the coupon later" usually never does.

One survey showed that less than a third of the readers who intended to send in a coupon actually did so.

Ogilvy & Mather uses a four-point checklist to ensure that our copy does all it can to get the reader to tear out the coupon before he turns the page.

**14. The position of your advertisement can make the difference between profit and loss.** Tests show that the back page of a publication, or the back of one of its sections, can pull 150 percent better than inside pages.

PO3C—page opposite third cover in magazines—is another winning position. You can often buy it without paying a premium.

**15. New direct mail techniques.** The efficiency of mailings can be substantially improved through new techniques.

These techniques—"merge-purge"—"hot-line" mailings, timing sequence—produce more response for every dollar invested.

**16. Separate the wheat from the chaff.** List segmentation concentrates your dollars where they will do the most good.

List segmentation—by both demographic and psychographic factors—becomes critical to profit as direct mail costs go up and up.

Take full advantage of computer technology and sophisticated segmentation procedures—zip code analyses and consumer criteria grids.

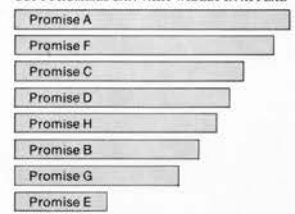
They now make it practical to single out your best prospects.

Separating the wheat from the chaff is the secret to successful direct mail.

**17. Pretesting copy can reduce costs and improve response rates.** Ogilvy & Mather's Research Department has developed inexpensive techniques that rank copy promises before mail or media testing.

This saves time and money—and increases your chances for success.

#### COPY PROMISES CAN VARY WIDELY IN APPEAL



"Promise Test" research ranks your selling points before mail or media testing. In the above example from an actual test the winning promise proved to be almost three times stronger than the weakest one.

**18. Success can be exported.** Ogilvy & Mather has found that direct response principles which work in the U.S. are frequently just as effective when applied abroad.

We export these principles to 57 Ogilvy & Mather offices in 30 countries, and coordinate international campaigns through New York.

**Example:** A series of new direct response advertisements and mailings, initiated in New York and carried out by our Paris office, tripled response for one of the leading book clubs in France.

**19. The most accountable form of advertising.** Claude Hopkins titled his famous book "Scientific Advertising."

He emphasized that coupon feedback makes direct response the most accountable form of advertising. It allows you to measure precisely what every dollar invested returns in sales and profits.

We use coupons and sales conversion rates to evaluate the specific contribution direct response advertising makes to our client's marketing programs. Results show direct response has increased sales and profits in almost every case.

#### An Invitation

Ogilvy & Mather's Direct Response Division employs three dozen people who specialize in this demanding discipline.

The body of our experience—which can only be hinted at in the space available here—is revealed in a slide presentation: "What Ogilvy & Mather has learned about direct response advertising and marketing."

To arrange a presentation, please mail the coupon today.

## Ogilvy & Mather

Barry Blau, Managing Director  
Ogilvy & Mather, Direct Response Division  
2 East 48th Street, New York, New York 10017

I would like to arrange for a special presentation of "What Ogilvy & Mather has learned about direct response advertising and marketing."

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Title \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Telephone \_\_\_\_\_



# How to advertise travel

Ogilvy & Mather of New York has created over \$130-million worth of travel advertising. Here, with the dogmatism of brevity, are some things we've learned about selling travel.

EVERY TRAVEL product at Ogilvy & Mather is carefully "positioned" before the creative work begins. This is a vital first step.

In positioning a travel product or destination, we have found that research is essential. A capsule case history: research for KLM revealed that travelers who hadn't been to Amsterdam, KLM's gateway city, thought the city was lacking in "things to do."

So, we positioned Amsterdam as a lively, surprising destination for U.S. travelers. Our "Surprising Amsterdam" campaign featured the vast variety of attractions in KLM's hometown (see advertisement at right).

Within two years, Amsterdam became the fourth most popular tourist city in Europe (after London, Paris and Rome). Within five years, U.S. air traffic to the Netherlands was up 100 percent.

Correct positioning is half the battle. The rest is technique. Here are 22 proven techniques for advertising and selling travel.

## How to write travel copy that sells

**1. Spotlight the "unique differences."** People travel to soak up new experiences. Good copy creates an atmosphere that whets the reader's appetite for adventure.

Research conducted for the United States Travel Service revealed what prospective travelers to the U.S. really want to see. They aren't very interested in beaches and mountains, for example. They have similar attractions at home. They want to see Manhattan, Niagara Falls, Cowboys and Indians, San Francisco, the Grand Canyon—spectacles found "Only in America." This is now the theme of our worldwide United States Travel Service campaign.

**2. Facts are far better than generalities.** Vacations are precious. Prospective travelers want to be sure they're going to get their money's worth. Specific facts can convince them.

A recent Ogilvy & Mather advertisement for American Express was headlined: "What will your trip to Europe really cost this summer?" It was packed with specifics. It gave hotel prices and compared them with 1971 prices. It listed new transatlantic group air fares and the per-person increase over last year.

**3. Give your advertising a big idea.** Take a look at the travel sections of Sunday newspapers. Some have as many as 25 pages of travel advertising. If your advertisement isn't based on an idea that can stand out from the crowd, you won't have a chance.

Note: Five years ago, Ogilvy & Mather created "The New Money" campaign for the American Express Card. This idea was so sweeping in concept that even the design and color of the Card were changed. Today, The Money Card is used by 4,000,000 traveling Americans.

**4. Don't shy away from long copy.** One of our recent advertisements for Cunard had 1096 words. The first time it ran it attracted enough prospects to pay for itself four times in direct sales.

**5. Copy should allay anxiety about going to a strange place.** While most travelers relish the idea of experiencing a totally new destination, the anticipation may be mixed with a vague feeling of unease.

A study by Louis Harris & Associates showed that travelers are anxious about many things—

from the quality of the drinking water to "how much should I tip?"

Good advertising can help to overcome uncertainties and doubts that often trouble travelers.



Positioning is all important. For KLM, we "positioned" Amsterdam as a lively, surprising city.

**6. Use research to test provocative new ideas.** Two years ago, David Ogilvy had an idea for a campaign to increase U.S. travel to France. All of the headlines would be in French with English subtitles. Everybody except David Ogilvy thought it was a terrible idea. Research showed that it increased readership by 24 percent.

**7. Give your product a first-class ticket.** It pays to give your product an image of quality. If your advertising looks cheap or ugly, few consumers will want to travel to your destination—or fly on your airline.

**8. "Newsbreak" advertising can make news of its own.** Last summer, many Americans abroad were unable to exchange their dollars for foreign money because of the currency crisis.

Ogilvy & Mather prepared an advertisement with this headline: "How American Express protects its clients abroad."

The advertisement was written, approved, set in type, and sent to the papers in 24 hours.

That same week, Ogilvy & Mather people in London and Paris filmed man-in-the-street interviews about the international money crisis. The commercials were on the air in less than two weeks.

**9. Bargains are still irresistible.** By Labor Day 1971, the two October transatlantic crossings of the QE2 were only half booked. In mid-September, an Ogilvy & Mather advertisement for Cunard made this offer: "Sail to Europe regular fare—Sail home free." Within eight days, both round-trip crossings were sold out.

## How to generate more coupon returns

**10. Make your coupon the hero.** Most direct response experts put the coupon at the base of the ad. Ogilvy & Mather had found that prominence is all important. Recently, we moved the coupon to the top of four different American Express Travel advertisements. Returns tripled.

**11. Make the coupon a miniature advertisement.** Include an illustration of your literature. Repeat salient sales facts: "Please send me your free 226-page guide to Europe, with full details of 85 differ-



Show what's different. Our campaign for the United States Travel Service features unique U.S. attractions, like the Manhattan skyline.

## The travel accounts we serve:

AMERICAN EXPRESS	UNITED STATES
BRITISH TOURIST	TRAVEL SERVICE
AUTHORITY	IN THE U.K.:
CUNARD	AIR CANADA
KLM ROYAL DUTCH	AIRLINES
P&O LINES	IN GERMANY:
	LUFTHANSA

ent tours." Many people read *only* the coupon.

**12. Don't scorn that grand old word—"free."** Some copywriters eschew this word because it's old hat. Pity. It pulls.

**13. Go the whole hog.** If you really want response, devote your whole advertisement to a description of what you're offering. Give prospects detailed information of what they're getting. Example: "Page 7—a handy list of indispensable foreign phrases."

**14. Repeat your winners.** Many excellent coupon-pulling ads are discarded too soon. When you find an advertisement that generates response, run it until it stops pulling.

Important qualifier: Ogilvy & Mather has found that headlines can lose their stopping power when repeated frequently in newspaper travel sections. Often, a new headline can boost returns significantly.

## Travel layouts: what we've learned

**15. Avoid "addy" layouts.** Ogilvy & Mather has had more success with editorial layouts. Good mag-



"Sold out." This advertisement helped sell out the QE2. Bargains are still irresistible. See point #9.

azine and newspaper editors know what appeals to their readers. Steal some of their secrets.

**16. Photograph the natives, not the tourists.** Nobody's going to travel thousands of miles to gape at fellow tourists. One of our KLM advertisements pictured eighty-six natives of Amsterdam. Starch ranked it among the best-read advertisements of the year.

**17. Caption your photographs.** Almost twice as many people read captions as read body copy. Captions should contain meaty information that sells.

## TV techniques

**18. Give your commercials a burr of singularity.** The average travel prospect is exposed to about 15,000 television commercials a year. Most

of them register on her mind with the impact of a flea hitting an elephant.

One of our TV commercials for KLM showed an amphicarpic touring Amsterdam by water. This burr not only increased the memorability of the commercial but also drew attention to one of the city's greatest attractions—its waterways and canals.

## How American Express protects its clients abroad.

American Express Travelers Cheques, Cards and other financial paper are being honored—without limit—at a network of over 1000 offices throughout the world.



American Express  
For people who travel

Fast action. This full-page advertisement was written, approved and produced within 24 hours.

**19. Let your pictures do the talking.** Far better to make your point *visually* than *verbally*. What you show is more important than what you say.

**20. Relevant sound effects.** They can create mental pictures of a beautiful beach or a tropical forest. One sound is worth a dozen adjectives.

## Direct mail & sales literature

**21. Test direct mail against other media—it could surprise you.** When your product is well known, direct mail can outpull print and broadcast media on a cost-per-return basis. Example: a test for one of our clients showed that direct mail was four times more efficient than magazines, seven times more efficient than television.

**22. Make your sales literature work as hard as your media advertising.** Your literature should enlarge the story you tell in your media advertising. An account supervisor at Ogilvy & Mather wrote a 224-page book for KLM: "Fun Lover's Guide to Surprising Amsterdam." It features 101 places to eat, drink and be entertained—and lists 1,600 prices.

Ogilvy & Mather now has 46 offices in 24 countries.

ARGENTINA	GERMANY	MEXICO
AUSTRALIA	HOLLAND	NEW ZEALAND
AUSTRIA	HONG KONG	NIGERIA
BELGIUM	INDIA	SINGAPORE
BRAZIL	INDONESIA	SOUTH AFRICA
CANADA	ITALY	UNITED KINGDOM
COLOMBIA	KENYA	UNITED STATES
FRANCE	MALAYSIA	VENEZUELA

Ogilvy & Mather has a strong point-of-view about travel advertising. If you would like to know more about that viewpoint—and how it could be applied to specific travel marketing problems, write Ogilvy & Mather, 2 East 48th Street, New York, N.Y. 10017.

Ogilvy & Mather  
2 East 48th Street, New York, N.Y. 10017

# How to create corporate advertising that gets results

by Ogilvy & Mather

The record shows that a large percentage of corporate advertising campaigns do not get results.

Yet, Ogilvy & Mather has created successful corporate advertising for Shell, International Paper, INCO, Owens-Corning, Cooper Industries, Robert Bosch, Sears, Roebuck, City Investing and others.

There is no magic formula. Each corporate campaign must grow out of a different corporate situation and objective. We have, however, found out a great deal about what makes a corporate campaign succeed.

Here are 28 of the things we have learned.

**1. Know the limitations.** Optimism is the key to many a success, but blind optimism is simply a form of blindness. So before you begin, you should know what corporate advertising cannot achieve.

- It cannot gloss over a poor record or a weak competitive position.

- It cannot boost the price of your stock overnight (although it can create awareness of your company's performance).

- It cannot turn the tide of unfavorable public opinion in the short term.

- Beware of panaceas.

**2. Understand the possibilities.** Properly used, corporate advertising is a powerful tool. It can:

- Build awareness of a company.

- Make an impression on investors and security analysts.

- Motivate employees and attract new recruits.

- Influence public opinion.

- Strengthen relations with dealers or the trade.

- Inform legislators.

- Enhance a company's reputation in important local communities.

Impressive capabilities, but take note of the next point.

**3. Boil down your objectives.** Many corporate campaigns reflect a long list of objectives. In trying to do too many things, they accomplish nothing. Simplify. Decide on the one idea you want to get across.

Research can help point the way. Look before you leap.



Single-minded objective. A series of advertisements like this one, featuring International Paper's imaginative new ideas in products and service, is helping to establish a reputation for being responsive to the special needs of customers.

**4. Establish a realistic budget.** Experience has taught us that the most effective way to set a budget for corporate advertising is by task analysis: How much will it cost to achieve a specific goal with a specific audience?

One corporate advertising campaign may need only \$250,000 to achieve its goals, another \$25 million. Your budget will vary with the difficulty of the task

and with the size and makeup of your audience.

## How to build a corporate image

The most common task of corporate advertising is to build and improve a company's image. Opinion Research Corporation, which has conducted numerous corporate image studies, says that most companies are handicapped by invisibility and remoteness.

Research shows that people who feel they know a company well are five times more likely to regard the company favorably than people who have little familiarity.



Believable spokespeople. Sears features satisfied customers in its commercials. They are effective because television viewers can relate to them.

Successful corporate advertising grows out of what a company does. But there is a challenge here: To make the character, policies and products of the company better known. All the more reason to follow these hints:

**5. Agonize over positioning.** It is the most important element of any corporate advertising campaign. For example, Owens-Corning is positioned as the world's foremost expert on fiber glass, not as just another manufacturer.

The new advertising of INCO (International Nickel) will position them as a leading metallurgical and energy products company, not as just a nickel company.

How do you want your company known? The answer to this question becomes your positioning.

**6. Make sure your positioning reflects reality.** Positioning must be based on a realistic assessment of your company's strengths and weaknesses. If you concoct your positioning at a typewriter and apply it arbitrarily, your advertising will lack the ring of truth.

**7. Be consistent.** Corporate advertising is almost always a long-term proposition. If you regularly change campaigns, you end up confusing your audience.

Every corporate advertisement should contribute to the complex symbol which is the company's image.

## How to gain credibility

Too much corporate advertising falls on deaf ears because people don't believe it. They don't trust its source. Here are some ways to build credibility:

**8. Spotlight your company's products.** Products are tangible. People can see them, hold them (sometimes smell or eat them) and form opinions. Research shows that if a person thinks highly of a company's products or services, he or she is likely to think highly of the company itself.

City Investing's corporate advertising provides helpful advice on how to use the company's products. The adver-

tisements also have coupons which offer further information. 40,000 people have responded—an average of 8,000 per insertion.

**9. Use employees or customers as spokespeople.** People are more likely to trust—and listen to—a human being than a faceless corporation.

Sears features candid interviews with satisfied customers in its corporate television commercials.

**10. Give facts, shun generalities.** You cannot build trust and credibility with empty phrases, vague claims or pious preaching. Hard facts not only make advertising more believable, but more readable as well.

## How to attract awareness

All too frequently, corporate advertising is effectively invisible. It is boring, impersonal and cold—and the reader's scores are embarrassing. But there are ways to overcome this:

**11. Find a big idea.** Big ideas aren't easily come by. A big idea jolts your audience out of its indifference.

When you find a big idea, stick with it. Few corporate advertising campaigns are continued long enough to have a chance to succeed. It takes at least two years before corporate advertising starts to pay off.

**12. Demand informative copy.** While few people are hungry for more advertisements, most people seem to have an insatiable appetite for useful information—a great opportunity when you create corporate advertising.

If your spontaneous reaction to an advertisement is either "I didn't know that" or "I'm glad I learned that," you can be certain it is an effective message.

Shell advertising, for example, does more than promise service. It actually provides service.



Useful information. Shell ads offer booklets on a variety of subjects to help motorists save fuel, money, even lives. More than 800,000 people have written to Shell for copies. And research shows the campaign has improved Shell's image.

**13. Dare to use television.** There is a popular notion that TV is too expensive and wastes money on people not in the target audience. Not true—if you use TV selectively. And if you are willing to trade a bit of efficiency for the greater impact of TV.

Ogilvy & Mather has found that the most efficient and effective use of corporate advertising dollars often involves a media mix of TV and print. TV's impact creates awareness of your message quickly. Print follows up with the specifics.

**14. Look important.** We have found that a few large-space advertisements are more effective than a host of small ones. Large-space ads command attention and help give your message importance. And the frequency of small space is no help if your ads give you a puny image.

We practice what we preach.

Ogilvy & Mather has run many advertisements on different aspects of advertising. All large space.

**15. Conquer your fear of long copy.** Research shows that readership falls off rapidly up to 50 words, but it drops very little between 50 and 500 words. (So far, you've read 1,209 words of this advertisement.)

An advertisement we created for U.S. Trust Company contained 2,883 words. It also contained a coupon offering a personal balance sheet—to people with assets of at least \$500,000. Despite this highly qualified offer, 3,023 people responded.

**16. Unify your effort.** Many corporations diffuse their advertising efforts by running unrelated campaigns for different products and divisions. The ads appear to come from a number of small companies, rather than one large corporation.

It pays certain companies to have a common thread in their advertising.

American Express advertising has a unifying theme: "Don't leave home without us." It unites advertising for the company's credit card, travelers cheque and travel services.

## The 5 Big Don'ts of advertising to investors

**17. Don't underestimate your influence on sophisticated investors.** Few security analysts or sophisticated investors will admit that advertising can influence their evaluation of a company.

But Ogilvy & Mather's research tells a different story.

Following nine months of advertising for Cooper Industries, research showed that institutional investors who rated Cooper Excellent/Good on key criteria had increased by an average of 47 percent.

**18. Don't assume that aggressive advertising aimed at investors will give you a questionable reputation.** Wall Street is running lean these days. An intelligent investor relations and advertising program can make the analysts' and brokers' jobs easier. They will appreciate the help.

**19. Don't assume that your record speaks for itself.** The record explains where you have been, not where you are going. Investors also want to know why your company should continue to prosper.

**20. Don't believe your company will lose all credibility as soon as its earnings turn down.** A decline in earnings or other unfavorable news seldom hurts a company's credibility. Only surprises do that.

**21. Don't fear an open disclosure policy.** Your competitors read your 10K and 10Q reports. It helps to give investors the same kind of useful information.

## How to use advocacy advertising

Advocacy advertising is designed to inform the public and influence opinion on a specific issue of interest to a corporation. You will see it more and more as government and consumer groups increase their pressure on corporations.

Here are some rules of thumb:

**22. Act instead of reacting.** Don't wait until the problem becomes acute.

Prevention costs less than cure.

## 23. Inform government officials.

We have found that the best way to influence the opinion of elected officials is to show them what the public thinks. Remember the old Washington adage: "The opinion of one constituent is worth the work of 10 lobbyists."

**24. Don't talk profits.** They can be salt in an irritated public's wounds.

Point to jobs, incomes and national prosperity instead. Appeal to the public's self-interest, not yours.

**25. Start at home.** Your employees share a vital interest in legislation which affects your industry. They can be an effective lobbying force. Make sure they understand your point of view.



Spotlight products. Research shows that ads like this one helped increase favorable attitudes toward Owens-Corning between 4 and 17 percent.

## What to do in a public relations crisis

"The public be damned" approach may have worked 70 years ago. It could be a disaster today. Often it pays to face up to criticism—or even challenge it. Some guidelines:

**26. Consider making rebuttals.** If you feel the public has been misinformed by the media, say so. A factual, detailed challenge to a news report's accuracy can set the record straight. But note point 28, too.

**27. Candor goes a long way.** Admit your mistakes if there is truth in what your critics are saying. Candor and a commitment to correcting the situation can make effective advertising.

**28. Look before you leap.** There are times when there is nothing you can say that would not just exacerbate the situation. Research can help you judge the public's moods.

## FINAL CAVEAT

"Rules are for the obedience of fools and the guidance of wise men."

Ogilvy & Mather has a comprehensive one-hour slide presentation on corporate advertising. If you would like to see it, please write on your letterhead to any of these heads of Ogilvy & Mather offices: Ken Roman, New York; Michael Turner, Houston; Bourne Morris, Los Angeles; Hank Bernhard, Chicago; or Hal Riney, San Francisco.

Ogilvy & Mather

2 East 48th Street, New York, N.Y. 10017  
One Allen Center, Houston, Texas 77002  
5000 Wilshire Blvd., Los Angeles, Calif. 90036  
200 East Randolph Drive, Chicago, Ill. 60601  
120 Green Street, San Francisco, Calif. 94111

# How to create food advertising that sells.

by Ogilvy & Mather

Ogilvy & Mather advertises 217 food products in 18 countries.

In the last ten years, we have conducted 512 research studies to find out why some food advertisements sell and others don't.

Here are some of the things we have learned.

The most important decision you will ever make about your advertising is: "How should I position my product?"

Should you position Good Seasons Salad Dressing as a gourmet's delight, for people who can appreciate its subtle blend of herbs and spices? Or as a product which competes with bottled salad dressings?

Should you position Shake 'n Bake as a new flavor for chicken? Or as a more convenient way to get old-fashioned "fried-chicken" taste?

The results of your advertising will depend less on how it is written, than on how it is positioned. It follows that the positioning must be decided before the advertising is created. Look before you leap!



When you make your positioning decision, stick with it. In 1957, Ogilvy & Mather positioned Pepperidge Farm as the home of old-fashioned, nostalgically good baked products. For 15 years, every Pepperidge Farm advertisement has stuck faithfully to this original positioning.

When you position a food product, there are four principles that help ensure success:

**1. Know your customer.** To begin with, she is probably younger than you are. And different from her mother in many significant ways. She is apt to be more concerned about good nutrition, and to want more information about the food she buys. Give it to her!

For example, a radio commercial created by Ogilvy & Mather for Pepperidge Farm Sprouted Wheat Bread begins with a list of every ingredient in the bread.

**2. Tell her how and when to use your product.** In Germany, Sanella Margarine had been advertised for years as a table spread. We repositioned it as a superior cooking margarine.

"Whatever you cook or bake will come out better—if you do it with Sanella."

A 13-year share decline was arrested four months after the repositioning. Sales turned up dramatically.



"Flavor fit for a King." In 1965 Ogilvy & Mather decided to dramatize the flavor of Imperial Margarine. Hence the celebrated "Crowns" campaign. Since that decision, sales have steadily increased.

Here's another thing to remember. Be realistic. Eating habits are not quickly changed. It's easier to make your product a substitute for an accepted dish, than to create a new one.

That is why Shake 'n Bake was positioned as an easier way to achieve "fried chicken" taste...instead of a totally different taste for chicken. Sales have endorsed this decision.

**3. Don't forget to tell her it tastes good.** Frequently advertisers get sidetracked into positionings that stress convenience or health—to the exclusion of appetite appeal.

Ogilvy & Mather recently took over the advertising for a major line of foods. When we screened the commercials that had been running, we found *not one scene that showed the food!*

**4. Give your product a distinct personality.** Food advertising, like all advertising, benefits from a clear-cut personality and a distinctive tone. For Hershey Foods, we created distinct personalities for eight different candy bars.

We positioned Hershey's oldest product,

Hershey's Milk Chocolate Bar, as the market leader. Familiar, warm, friendly. "The great American chocolate bar."

We positioned Hershey's newest product, their new Rally Bar, as "the Hershey-covered hunger-stopper."

**"You can't save souls in an empty church."**

Once you have determined the right positioning, you must communicate it to your prospect. You must make your advertising interesting enough to make her notice your product, remember it, and take action. *You can't save souls in an empty church.*

Here are five techniques that can help you.

**1. If you have a new product, say so.** Your product will only be new once. Take advantage of it. News increases the impact of television advertising an average of 17 percent! If your copywriter feels the word "new" is boring, overrule him!

**2. If you have a real point of difference, make the most of it.** Demonstrate your point of difference. That's worth an average of 15 percent extra on day-after recall.

**3. Appetite appeal increases TV recall.** You can borrow appetite appeal. Put cheese on your crackers. Put ice cream on your pie.

Food is most appetizing when it is shown *ready to eat*. Show the finished dish, not the ingredients. And always try to show food *close up*.



Show food in motion. Show cutting, spooning, pouring, eating. Food in motion has much more appetite appeal than food that is just sitting there. We showed Hershey Syrup pouring through 25 seconds of one 30-second commercial.

In print, use *photography* instead of drawings. Photography will increase day-after recall an average of 26 percent.

**4. Women respond to recipes, menus, cooking ideas.** Recipes more than double

readership. But don't bury your recipe in body copy and *never* print it over a color tint.

Don't use recipes that are too exotic, or difficult to prepare. A new recipe for hamburgers will always get better readership than one for *paspiettes de veau*.

**5. Don't be clever.** Food isn't funny to a woman. It's a job that takes large chunks of time out of her life three times a day, 365 days a year.

Attempts to *entertain* the viewer can cost you 14 percent in day-after recall. Do you want to spend 14¢ out of your advertising dollar to gain a few giggles?



In television, use the sound of food. Let your customer hear the sound of steak sizzling, of coffee perking. One of the most famous Ogilvy & Mather commercials made the sound of Maxwell House Coffee perking into a memorable tune.

**"Rules are for the obedience of fools and the guidance of wise men."**

At Ogilvy & Mather we believe in knowing what the rules *are*—even though we may sometimes decide to break them. That is why we have developed separate and specialized bodies of knowledge on what makes for success in advertising food, proprietary medicines, children's products, travel, and *new products*.

This special information is for the guidance of our staff, and for the clients of Ogilvy & Mather.

**Ogilvy & Mather's food clients in the United States:**

Baskin & Robbins  
Campbell Soup Company  
General Foods  
Hershey Foods Corporation  
Lever Brothers

# How to create industrial advertising that sells

by Ogilvy & Mather

Ogilvy & Mather has created industrial advertising for over 200 of our clients in 30 countries.

Here, with all the dogmatism of brevity, are some of the ways we have learned to get the best results.

**1. Use your best people.** Industrial advertising can be even more challenging than consumer advertising. Often it aims to influence decisions involving hundreds of thousands of dollars.

If you want first-rate industrial advertising, assign it to first-rate people. At Ogilvy & Mather, the people who develop industrial advertising are the same people who develop consumer advertising. The same account executives. The same copywriters and art directors. The same media people.

**2. Prove your case.** Advertising with a largely emotional appeal can sell some types of consumer products. But rarely, if ever, will it sell industrial products. Hard-nosed buyers, men whose business is spending money wisely, need an airtight argument to be convinced.

• **Use case histories and testimonials.** Buyers like to know how well your product has worked for others. This is the headline for an International Nickel advertisement:

**"Chattanooga's 348,000-Barrel LNG Tank Is Now 4 Months Ahead of Schedule. Easy-Welding 9% Nickel Steel Is One Reason Why."**

An impressive case history, directly responsible for new business for International Nickel.

• **Demonstrate.** Show what your product will do. *Torture tests* can be unusually effective. To demonstrate the strength of International Paper's cardboard meat container, Ogilvy & Mather showed one box supporting six grown men and a steer.

After reading this advertisement, the head of one of the largest meat-packing firms in the U.S. sought out International Paper. Until then, IP had been unable to get in touch with him.

Another way to demonstrate is to put the proof of your product's capabilities right in the reader's hands.

In Australia, Ogilvy & Mather helped launch a new copier for Repco Canon. The advertisement was an actual copy



This actual copy was inserted in a financial/business paper. Sales in the first two months were double the estimates.

made by a Repco Canon copier, inserted into the leading financial/business paper.

In the first two months, sales were double the company's original estimates.

• **Use long copy.** See the box below.



**Cessna's sensible Citation**  
other jets.  
(Oh how to get a more powerful business plane for a lot less money.)

Typical advertisement for the Citation has 1100 words. (See box below.)

**3. Create uses for a new material.** Once you identify your market, develop possible uses for the material. Then show them in your advertising.

Shell Chemical wanted to sell polypropylene plastic to the packaging industry—but polypropylene plastic had never been used for packaging. So Shell asked industrial engineers to develop models of packages that could be made of polypropylene. Ogilvy & Mather featured the models in advertisements. One of the hypothetical packages was eventually used by a manufacturer who became a good customer of Shell.

**4. Develop a single advertising format for all your product groups.** Otherwise your advertisements will seem to come from several small companies rather than one large corporation. When Ogilvy & Mather developed an overall format for all Owens-Corning Fiberglas advertisements, research showed a doubling of recognition of Owens-Corning as a large, nationwide corporation.

**5. Get the reader to participate.** One way: quizzes. International Nickel ran quizzes for two years. Here's one of the headlines:

**"Are You an Expert on the Uncommon Cold? Try This Cryogenic Quiz."**

Each quiz advertisement got top "noted" and top "read most" scores every time it ran. *Note:* The quiz

implies that you have the answers. This helps establish your company as a leading expert in your field.

**6. Make your advertisement a product guide—with your product the hero.** An insert Ogilvy & Mather produced for Massey-Ferguson in England showed fourteen types of ploughs and what each does best in bedding the soil:

**"The Massey-Ferguson Guide to Better Bed-Making."**

Massey-Ferguson salesmen found the advertisement pinned up on walls of many agricultural dealers. And on farms, as well.

**7. Put a strong promise in the headline.** This is the most effective way to alert those few readers who are prospects for your product.

**"Fiberglas Is More Than a Weather-Resistant Lighting Pole. It's a Way to Cut Maintenance Costs Almost to Zero."**

One order resulting from this advertisement was enough to pay for the entire campaign for a year.

**8. Use cutaway drawings, diagrams, graphs.** For Shell Chemical, Ogilvy & Mather used a diagram to explain a chemical process and a chart to give data for typical applications. These were the only illustrations in an advertisement that helped develop multimillion-dollar sales for Shell.

**9. Include the price when you can.** Contrary to what many advertisers believe, price does not scare readers away. Research shows that a promi-



Shell created packaging ideas to illustrate new uses for polypropylene plastic. See #3.

nent price increases readership—even a high price. Buyers know that quality merchandise costs more than shoddy merchandise.

## How to get more for your money

**10. Concentrate your forces.** Run in fewer magazines. McGraw-Hill research shows that you spend your money more wisely when you run in the top two of the top five magazines in a field.

You'll usually reach about 86 percent of the total audience for all five publications—at 47 percent of the cost of running in all five.

**11. Think smaller.** Don't use spreads, for example, unless the importance of your story justifies the sheer impact of a spread—or you need the space to prove the claim in your headline. Spreads cost twice as much as pages but almost never produce double the readers or double the coupons.

If possible, split-run full pages with smaller sizes. Find out which size is most cost-effective. In England, Ogilvy & Mather experimented with various sizes of newspaper advertisements for 3M and discovered that an advertisement less than a quarter of a page actually pulled more coupons than full pages.

**12. Consider 2-color—a real bargain.** You get almost as many readers as with 4-color—at about one third the extra cost.

**CAUTION:** Use the second color functionally. Focus attention on product features. Highlight key words. Show how your product operates. *Help the*

reader. Using a second color merely for decorative purposes often looks cheap and can actually lose readers.

**13. Repeat your winners.** Industrial advertisers are notorious for killing their advertisements



The old way.



The Fiberglass way.

Owens-Corning is Fiberglas.

This advertisement got top "noted" and top "read most" scores on its eleventh insertion—as it did the first.

before they earn their keep. A waste of money.

An Ogilvy & Mather advertisement for Owens-Corning got top "noted" and top "read most" scores in *The Wall Street Journal* the eleventh time it ran—just as it did the first.

We have seen coupon response hold up through the eighth insertion.

These are only a few of the ways to make industrial advertising more effective. Ogilvy & Mather has a one-hour slide presentation with 75 more facts that can help make the difference between outstanding and mediocre industrial advertising.

If you are interested in seeing this full presentation, please write on your company letterhead to any of these heads of Ogilvy & Mather offices:

Andrew Kershaw  
2 East 48th Street, New York, New York 10017

Michael Turner  
2600 Two Shell Plaza, Houston, Texas 77002

Cy Schneider  
5900 Wilshire Blvd., Los Angeles, Calif. 90036

## Ogilvy & Mather Offices

We have learned that the same techniques work in our offices all over the world. We apply them for our clients in:

Argentina	Germany	Nigeria
Australia	Holland	Norway
Austria	Hong Kong	Singapore
Belgium	India	South Africa
Brazil	Indonesia	Spain
Canada	Italy	Sweden
Colombia	Kenya	Thailand
Denmark	Malaysia	United Kingdom
Finland	Mexico	United States
France	New Zealand	Venezuela

## Ogilvy & Mather answers a common question about long copy

Ogilvy & Mather has prepared many industrial advertisements with very long copy. Yet readership research shows that the vast majority of the readers of any advertisement never get beyond the headline.

Since so few people read the copy at all, why does Ogilvy & Mather recommend long copy so often?

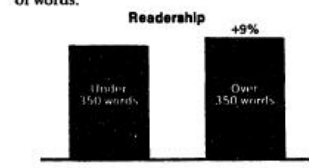
The answer is that those relatively few people who read the copy are prospects for your product or your service.

If you aren't in the market for a product you are unlikely to read an advertisement for it, no matter how long or short the copy. (Most readers of *The Wall Street Journal* have little interest in industrial advertising—or Ogilvy & Mather. Chances are they haven't read this far.)

But real prospects—especially industrial prospects responsible for spending large sums

—are hungry for information. Research shows that industrial advertisements with really long copy actually tend to get read more thoroughly than advertisements with shorter copy. (See chart.)

You might be able to sell a candy bar with very short copy. But you could never make a case for buying a Cessna Citation in a handful of words.



# How to know if your business is getting the most for its advertising dollar and what to do if it isn't

It will take you less than five minutes to answer these questions. No scoresheet is required. Your own answers will tell you whether you are getting wise advertising counsel or whether you are just getting ads.

## Does your advertising pave the way for your sales force?

Good advertising, particularly good business-to-business advertising, should pave the way for your sales force. Not only should your advertising make your company and your products familiar to your prospects, it should also attract good leads, presell your product or service, and create an environment where your salespeople are welcomed, not just tolerated.

The right kind of advertising can make even the most diligent salesman better. It can reach all the people who influence the decision to buy. Salesmen, even the best ones, can't always do that. If your advertising isn't opening the right doors for your sales force, it isn't working as hard as it should.

## Does your advertising really solve problems?

Most advertisers like to talk about how their product or service solves problems. But few have advertising that is in itself helpful.

Ogilvy & Mather and Shell Oil turned advertising into useful, practical information that millions of people took out of magazines and drove into Shell stations to find. These answer booklets showed drivers how they could save money and sometimes lives by operating their



Since 1975, these answer books have been appearing in magazines and Shell stations across the country. Thirty-two volumes and over one billion books later, Shell has carved out a niche as the oil company who cares most about consumers and is willing to provide information to them.

cars more efficiently and effectively. It is perhaps no coincidence that while Shell was providing people with useful information, people were buying more and more Shell products.

## Does your advertising sound as if it's coming from experts?

It should. Whether you are talking to consumers or to business. The consumer is no moron. And business

people aren't boobs. They are your allies and confidants. Give them all the information they need to make a decision about your product. And give it to them in a way that lets them know that you know what you are talking about.

The advertisements Ogilvy & Mather creates for the U. S. Committee for Energy Awareness treat the reader like an involved, intelligent, concerned individual. The copy is

### NUCLEAR ENERGY

Arc we being left behind?

Information about energy America can count on today.

The O&M ads for the USCEA involve the reader with thoughtful visuals and inform him with objective information. They consistently get high test scores for stopping power and readership.

long because there's a lot to be said. But the style is never long-winded because you cannot bore people into your point of view; you can only reason them there.

**Does your advertising sell features—or benefits?**  
Advertisers like to talk about features—how their product works.

With all the claims about personal computers, a fundamental fact is often overlooked: some simply work better than others.

Consider the COMPAQ Portable.

When your competition is megacorporations, you have to do more than just boast about your product attributes. This advertisement for the COMPAQ Portable points out in detail the many advantages it has over higher priced, higher profile competition.

Customers like to read about benefits—what the product can do for them. They are not mutually exclusive.

The successful advertiser translates features into benefits. Because office managers don't really want word processors; they want a better way to type. Foremen don't really want a lubricating oil; they want less downtime for their machinery. Carpenters don't really want 1/16-inch drill bits; they want 1/16-inch holes. Ogilvy & Mather's advertising for COMPAQ Portable Computer interweaves features and benefits. The reader sets out to learn how the COMPAQ Portable works better than other computers, but he arrives knowing not only that, but also what a COMPAQ can do for him.

## Does your advertising talk in specifics—or generalities?

Research shows that readers are more likely to read an advertisement that deals in specifics than one that serves up generalities. Witness your own perusal of this ad.

Ogilvy & Mather's ad for LTV was very precise about the job that was done on the Army's new Multiple Launch Rocket System. Time elapsed. Dollars saved. Facts and

figures figured prominently. Not a bad idea. Figures are often the language of business—and of business advertising, too.

LTV: Looking Ahead

How an innovative procurement process produced a remarkable new weapon system—on time, on budget

Voight's U.S. Army MLRS goes out of prime investment and competition

Facts are more persuasive than generalities. Instead of merely claiming that LTV had done a good job on a new weapons system, this O&M ad gave specifics of cost, schedule and performance. Government decision-makers were convinced.

## Buy a book or get it free.

David Ogilvy's latest book, *Ogilvy on Advertising*, is available in bookstores now. The suggested retail price is \$25.00. But you can get a free copy by listening to our presentation on Business to Business Advertising. This advertisement you've just taken time to read pales in comparison to the insights you'll find there. Check the box. Fill out. Return.

I want to see the Business to Business Advertising presentation and get David's book free.

Mail to the address below:

NAME \_\_\_\_\_  
 TITLE \_\_\_\_\_  
 COMPANY \_\_\_\_\_  
 ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_



One Allen Center, Houston, Texas 77002, (713) 659-6688. Ask for Jim Hine or Joe Kilgore.

Ogilvy & Mather  
Houston

# How to launch new products

Ogilvy & Mather has helped to launch 73 new products. Forty-five are now established brands—double the usual rate of success. This experience has taught us certain principles. If you observe these principles when you introduce a new product, you will increase your chance of success.

Many of the rules that follow will seem glaringly obvious. Yet new product after new product is launched with sublime disregard of these basic truths. They almost always fail. "Those who do not remember the past are condemned to repeat it."

## I. The Product

Beware of launching a new product unless it has a real point of difference which can be perceived by the consumer.

If a particular market category is growing by leaps and bounds, or has very few brands in it, it is possible to introduce a "me-too" product successfully. But the risks are great.

"Second" brands in a market typically get only half the share of the pioneer—unless the second brand spends outrageously more. It is usually better to wait until you have a product with a real difference.

The difference may be in terms of better performance or better quality. Dove Beauty Bar was easily recognized as a better quality product. Better looking, better lathering, better for the skin.

The difference may be better value. It may be in providing a new use or a new service. It may consist of solving a problem which other brands do not solve.

For example, the Shell No-Pest Strip eliminates flying insects, without cumbersome spray bottles. Max-Fix Ground Coffee Filter Rings filter out messy grounds and sediment, and give a less bitter tasting cup of coffee.

Too many new products have only minor

Soap dries your skin, but  
**DOVE** creams your skin  
while you wash



1967: Dove is launched.

technical differences which can only be perceived in a laboratory.

Use research to make sure that consumers can see what's different about your product when they use it, and that this difference means something to them.

## II. The Package

Your package should help position your product and express its promise and personality.

1. Make sure your package is working with the personality you are trying to build for your product—not against it. For example, Pepperidge Farm Old-Fashioned Cookies come in an old-fashioned paper sack, not a fancy box.

2. Make your package reflect the taste of the

customers you are trying to attract. Hershey's new Special Dark Chocolate Bar is intended for grown-ups, not children. So the Special Dark package is sophisticated and contemporary looking.

3. Put your advertising promise right on the package, in the same words your advertising uses.

The Shake 'n Bake package says "For crispy chicken without frying"; so does the advertising. Dove Dishwashing Liquid says "Leaves hands feeling soft and smooth"; so does the advertising.

4. It helps to make the product visible through the package—like Contac Capsules.

## NEW! PRIME TAKES THE PLACE OF CANNED DOG FOOD

Tender, juicy chunks in delicious packets. Just tear and pour—nothing to mix, nothing to add. And no refrigeration even.



1964: Galois Prime is launched.

5. Don't skimp on package design, graphics, or quality. It will cost you more in the end.

Start worrying if your package is indistinguishable from your competitor's. It will get lost on the shelf. A "me-too" product in a "me-too" package is an invitation to disaster.

## III. The Name

The name should help position your product and spell out its promise.

A good name can reinforce your advertising. It can give your brand meaning on the shelf. Your product is less likely to get into trouble if you follow these guidelines:

1. Choose a name that will help position your brand. Like Swanson's new Hungry Man Dinners.

2. Put your product promise in the name. Like Shell No-Pest Strip, Roast 'n Boast, Sears Powermate Vacuum Cleaner, and Sears Dial-Easy Sewing Machine.

3. Make your brand name memorable. Like Tijuana Smalls.

4. Don't pick a name that's so vague that it could apply to almost anything. Names like NoDox, Electra-Perk, Spray 'n Vac all identify the product category quickly.

5. Make your brand name easy to pronounce. Especially if it's a product the customer must ask for, out loud.

To be sure the name you are considering avoids the pitfalls listed, test it. Product formulas can often be changed. Packages can be redesigned. But once your product is launched under a certain

name, that is its name, forever. So test.

Test alternatives to see which name makes your product sound most effective. And most convenient. And safest. And most appetizing. (Names affect taste.) Test to see which name makes your product sound newest.

## Direct Response: A Secret Weapon

Ogilvy & Mather has learned how to employ direct response as a "secret weapon" in new product introductions. Direct response techniques can often be used to present the consumer appeal of a new product at only a fraction of market test costs. Direct response can also "seed" new products among key consumer segments of the market. As market test costs escalate, this could be one route to greater efficiency in new product introductions.

Test for negatives, too. Your name could mean something embarrassing in another language. Or it might be so dull that nobody will be able to remember it. When it comes to names—look before you leap.

## IV. The Price

1. The price of a new product should be consistent with the image you are trying to build. An elegant perfume almost has to be expensive. A special food for lap dogs can be expensive. But a food for large dogs had better be reasonably priced.

2. If your new brand is a "me-too" product—never price it above competition. But if your new brand has a real difference, people will usually be willing to pay more for it. Another reason for waiting until you have a product with a difference.

## V. The Advertising

In his book "Confessions of an Advertising Man," David Ogilvy listed principles for creating advertising that sells.

The following principles are vital when it comes to advertising new products:

1. The results of your advertising will depend less on how it is written than how it is positioned. The positioning must be decided before the advertising is created.

2. Unless your advertising is built around a BIG IDEA, it will flop. It takes a BIG IDEA to make the consumer notice your advertising, remember it, and act on it in the marketplace.

3. Your product will only be new once. Say it is new—loud and clear. And be sure you say what's new about it.

4. If possible, put the price in your advertising. It answers the first question every consumer is sure to ask.

5. Tell your customer how to use the product. Tell her how it will fit into her life. Show the product in use.

6. Be sure to hammer home the name of your new product. Don't be shy about repeating it in your advertising—many times.

7. Don't be afraid to state the obvious. The benefits of your new product may be obvious to you. You have been

thinking about them for years. They may not be so obvious to the consumer.

8. Don't overclaim. Today's consumer is an intelligent and skeptical woman. If you make exaggerated claims, she will turn you off.

If you have done your homework, and have a well-researched strategy and good executions of

Introducing a \$13,500 sedan that promises the most remarkable driving experience of your life: the new Mercedes-Benz 450SE.



that strategy, you should be able to live with your advertising for years.

"Pete the Butcher" has been selling Shake 'n Bake on television for four years. The Shake 'n Bake premise hasn't changed at all in seven years.

Our Dove "Face Test" commercials ran for eight years.

And Titus Moody has been the spokesman in Pepperidge Farm commercials for fifteen years.

Sometimes advertising is allowed to change with the arrival of each new copywriter or each new brand manager. The manufacturer who dedicates his advertising to building a sharply defined personality for his new brand right from the start, and who sticks with it, will get the largest share of market.

## Amazing Mathematical Model predicts new product potential

Ogilvy & Mather is now working with a fascinating new products marketing model.

This model can help you determine which product fields are most vulnerable to a new entry, what share of market can be anticipated for a new product, what level of first-year advertising is needed to get that share of market, how to allocate introductory advertising funds for the most profitable share, and what minimum level of advertising will result in maximum profit.

If you would like an invitation to a special presentation describing this marketing model in detail, please write to Stanley Casner at our New York office.

# Ogilvy & Mather

5 East 48th Street, New York, New York 10017  
2600 Two Shell Plaza, Houston, Texas 77002  
1900 Wilshire Boulevard, Los Angeles, California 90036

Maxwell House Announces  
**Maxim Freeze-Dried Coffee**



1968: Maxim is launched.

# How to make successful television commercials

by Ogilvy & Mather

Ogilvy & Mather has placed over \$800,000,000 in television advertising. We have created hundreds of successful television campaigns for our clients in the United States and abroad. We have spent \$4,250,000 in research on the results of these campaigns. Here is part of what we have learned.

**P**EOPLE don't watch television in order to see your commercial. Only one commercial in fifteen makes any impression at all on the viewer. Yet few packaged goods can survive without television. It is the most effective selling tool ever invented for the introduction of new products.

What follows are some ways you can get the most for the money you put behind television commercials.

**Your most important decision.** What you say is more important than how you say it. Your most important decision is *how to position your product.*

Should you position Dove as a product for older women with dry skin—or as a product which cannot irritate sensitive skin?

Should you position Shake 'n Bake as a new kind of chicken dinner—or as a better way to make fried chicken?

**Make a promise.** Once you determine how to position your product, boil your advertising down to a simple promise. Then deliver that promise as if your job depended on it. *Keep it simple.* Most television commercials are too complicated. They try to deliver too many ideas—and end up delivering none.

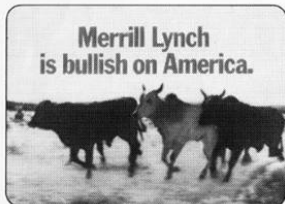
*Beware:* If your promise can be construed to be in any way misleading, you run the risk of having to go to court. *Caveat venditor.*

**What's the big idea?** It takes a big idea to jolt the consumer out of her indifference—to make her notice your commercial, remember it, and take action.

Big ideas are usually *simple ideas*—like the "Crown" campaign for Imperial Margarine, which ran for eleven years.

**Be consistent.** Too many good campaigns are yanked off the air before they have begun to pay off.

Your brand image should be consistent from year to year. Pepperidge Farm has promised

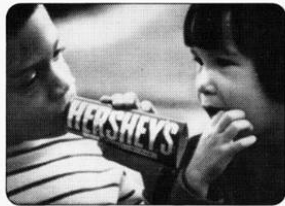


*Unconventional visual idea.* After just six weeks this campaign had increased awareness 65 percent.

old-fashioned goodness for fifteen years. Commercials for Nationwide Insurance have projected a consistent image for five years; awareness has *quintupled.*

**Have a heart.** You are advertising to human beings. They cannot be bludgeoned into buying your product. A commercial that is warm and human is more likely to succeed than one which is cold and impersonal.

Ogilvy & Mather's introductory campaign for Spray 'n Vac rug cleaner delivered a strong promise in a human way. After six months of



*Music is emotional shorthand.* A song on television increased the Hershey Bar's sales 16 percent.



*Human interest.* A pregnant woman helped Spray 'n Vac become America's leading rug cleaner.

national advertising, Spray 'n Vac became the best selling brand in its category.

## The techniques that work best on television

You must find a way to stand out from the 38,000 commercials the average viewer sees in a year. You will seldom break sales records unless you blaze new trails.

Ogilvy & Mather creative groups attempt to do unconventional commercials for every product they work on.

You would not expect to see a herd of bulls as the visual idea for a stockbroker's commercial. It worked for Merrill Lynch.

The television campaign for Mercedes-Benz is an unconventional automobile campaign. It is remarkably successful.

Here are some techniques that we have found work best, most often, on television. But to stand out they must be executed in an unconventional manner.

**Demonstrations.** Television permits you to demonstrate your product's benefits. Your words are important, but not as important as your pictures. Let your product do the talking.

**Testimonials.** In an era when people are growing more skeptical of commercials, testimonials by genuine, satisfied customers can be one of your most effective selling tools.

Ogilvy & Mather's testimonial commercials for the American Express Card helped increase Cardmembers forty percent faster than projections in three months.

**The continuing presenter.** Campaigns built around a "continuing presenter"—a character who appears in every commercial and becomes associated with your brand—often work for years.

Ogilvy & Mather has created a number of these remarkably effective sales people. Pete the Butcher sells Shake 'n Bake. Marion the Librarian endorses Ex-Lax. Cora sells Maxwell House Coffee in her General Store. And sales have never been better.

*The trick is to find somebody with an appropriate personality—and enough authority to speak for your product.*

But make sure that your product isn't overpowered by the personality of your presenter.



*Testimonials helped Dove.* Lever's No. 1 beauty bar, score a significant share growth over the last 5 years.



*Continuing presenter.* The "Wicked Witch of the West" increased market share for Maxwell House.

You are asking people to buy your *product*, not your spokesman.

**The celebrity presenter.** People love to look at celebrities. Two years ago Ogilvy & Mather asked Joe DiMaggio to become the spokesman for The Bowery Savings Bank, the largest savings bank in New York.

DiMaggio is a New York hero. Awareness of The Bowery's advertising jumped 50 percent in eight months.

Before you use a famous person, be sure that he or she *likes* your product. If your presenter is not convinced, the camera will show it.

**"Slice of Life."** The "Slice of Life" works because it is based on the simplest form of teaching: the dialogue.

Questions from a Doubter are countered by persuasive answers from a Believer. Eventually, through dialogue, the Doubter is converted. This method of teaching worked for Plato. When handled skillfully, it can sell millions upon millions of dollars' worth of products today.

*Hint:* Unless there is conflict between Doubter and Persuader, your "Slice" will fail. Dramatic conflict has been effective since Euripides. It works today for Lever Brothers' *Aim*, the most successful toothpaste introduction of the '70's.

**Music.** Music is emotional shorthand. A quick way to put the viewer into the mood.

People remember lyrics more easily than spoken words. But the words of your song must deliver a *strong selling idea.*

If you have a single major promise, a song can help you deliver it. But we have found that it has a tendency to blur *secondary* copy points.

## Production: how to get the most for your money

In the past ten years the cost of *producing* commercials has gone up 30 percent more than the cost of *placing* them.

So make sure that the commercial that you are producing is the right one. If you are testing several commercials, use the cheapest production technique consistent with giving each commercial a fair chance.

Once you have found the right commercial, don't rush pell-mell into production. Have your agency's producers estimate a price for the com-

mmercial. Then ask production houses to bid against that price. Compare the bids.

Some techniques are *always* expensive. If you use them, use them to full advantage.

When an animated character appears in a live-action situation, it costs plenty.

Hidden camera techniques are expensive. You may expose over 12,000 feet of film to use only 45 feet for a 30-second commercial.

Too many identifiable people in a commercial can cost you as much in residual payments as you spend on air time.

## How to test your commercials

Good research can help you decide if you have a good commercial. Ogilvy & Mather has developed a research technique for measuring *when* attention drops, and *why*. We have another for measuring *communication* and *persuasiveness* in the same test.

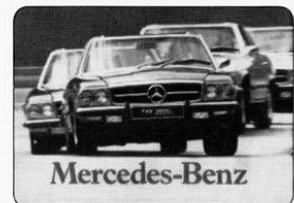
Another technique measures campaign buildup or wear-out. This technique, the first of its kind, uses cable TV to measure *campaigns* rather than individual commercials. Your campaign is not a single exposure, so why should your research be based on a single exposure?

Research can help you find the answer. But it is not, in itself, the answer. Copywriters should keep their eye on *sales*, not on research scores.

## The commercial is only as good as the product

The most powerful element of the commercial is the *product it sells*. People buy products, not television commercials.

In many successful campaigns the product sells itself. The agency simply presents it.



*Do something different.* Conventional advertising will produce conventional sales.

On the other hand, even the best commercial cannot sell a bad product beyond a first trial.

If you have a good product, follow the guidelines on this page. Chances are, your advertising will be as good as your product.

## Is there more?

Ogilvy & Mather has specialized information for many product categories. It is for the education of our art directors, producers, and copywriters. And for the benefit of clients. However, much of this information is summarized in our booklet, *How To Create Advertising That Sells*. We'll be glad to send it to you, at one dollar a copy. Send your check to: Ms. Kilgour, Ogilvy & Mather, 2 East 48th Street, New York, N.Y. 10017.

Ogilvy & Mather

# How to make your sales promotions more profitable

by Ogilvy & Mather

Ogilvy & Mather has been a partner with its clients in creating over \$1,500,000,000 worth of sales promotion. Here are 23 of the lessons we've learned.

## Sampling

**1. If you can afford to, go the whole hog: put a free sample of your product in the home.** Sampling is the most effective trial producer. It is three to four times better than "cents-off" couponing. On the average, you can expect 75 percent of homes to try your product, and 25 percent of triers to go out and buy it.

**2. Slip a coupon into your sample.** An in-pack coupon produces up to 20 percent more users than the sample alone.

Also, always take advantage of the sample delivery to put an advertisement for your product in the consumer's hand.

**3. In advertisements, be sure to make the offer of a free sample prominent.** You'll seldom get more than one percent of circulation anyway. But if you bury your offer, you'll cut response to a trickle.



The advertisement at right was 25 times more effective than the one at left in dispensing samples of the product.



The sinus medicine.

An advertisement Ogilvy & Mather prepared for Sine-Off, featuring a coupon offer, pulled twenty-five times better than an advertisement in which the offer was buried in the copy.

## Couponing

**4. When you have to stretch your dollars, use couponing to produce trial.** Over 21 billion cents-off coupons were issued last year. Fifty-eight percent of all households redeem them, and 46 percent do so every week. Sixty-five percent of coupon redeemers are non-users of the product.

**5. Peg the value of your coupon at about one third the value of your product.** Rate of redemption is related more to the percentage of discount than to the coupon's face value. The higher the discount, the greater the redemption. Our experience shows that one-third off is optimum.

**6. When you can identify your prospects, and want maximum penetration, use mail coupons.** With direct mail, you can reach fully 95 percent of homes versus 60 percent with magazines.

Since about 60 percent of the homes that receive mail coupons use them, mail coupons are more efficient on a cost-per-trier basis than sampling, and they get more new triers than media coupons, in-pack coupons, or in-store special offers.

**7. Use the smallest possible advertisements for your newspaper coupons.** More coupons are delivered through daily newspapers than all other methods combined. Consumers actually comb newspapers for them. So conserve your media dollars. Our experience proves the size of an advertisement has no influence on rate of redemption.



Coupons can pull hundreds of thousands of responses. This one holds the Reader's Digest record.

**8. Consider adding coupons to your advertisements in magazines, too.** Magazines afford the opportunity to deliver a powerful message to a demographically precise audience. If your Art Director can squeeze in a coupon without spoiling the advertisement, make him do it. (See example above.)

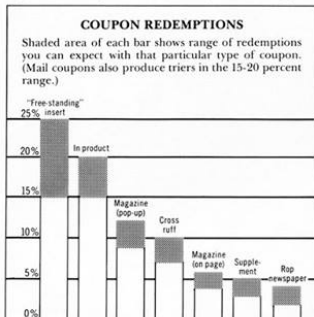
**9. Add a second promotion device to your coupon.** The effect is synergistic. Redemptions jump. But costs don't.

Look at the rate of increase when you combine another promotion with your coupon:

Percent increase in coupons redeemed	
Free premium offers	+10%
Refund offers	+10%
Self-liquidating premiums	+ 3%
Sweepstakes	+ 2%

**10. When couponing in magazines and supplements, always buy full color.** Color pays its way in coupon advertisements—plus. Average cost-per-redemption of a 7¢-off coupon in magazines: 21¢ with color versus 24¢ with black and white. Average cost in supplements: 23¢ with color, 26¢ with black and white.

**11. Use free-standing coupon-inserts in newspapers in preference to other types.** Ogilvy & Mather's bar chart, below, tells the story. Special coupon advertisements that are preprinted and inserted between newspaper pages provide the highest redemption rates. They are among the



most efficient of all couponing techniques when you use them on a co-op basis.

**12. Play it straight with coupon advertising.** A cute headline ("Ah, cut it out!") does not produce higher coupon redemption than a straight one

("Save 7¢"). Keep your advertisement simple, and make the coupon look like a coupon, with distinctive borders, bold colors, big numbers.

## Trade Coupons

**13. Put your coupon in the local retailer's advertisement.** It pays far better than when you put it in your own advertisement. You'll get double the redemption—at a quarter of the delivery cost.

## Price-Offs

**14. Put your price-off reductions in the 15 to 20 percent range.** The larger the reduction, the faster the sell-through and the more triers you attract. But 15 to 20 percent off is usually most efficient. Below 7 percent, you only get your own customers.

**15. Don't advertise price-off deals.** No amount of advertising of price-offs seems to affect the rate of sell-through.

## Refund offers

**16. Use refund offers to perk up your advertising, your packaging, or your salesmen.** Refund offers don't generate much consumer or trade interest, so they don't do much for sales. But they're cheap, and they can add a note of excitement to your product—and your salesmen's pitch.

You can expect less than one percent of purchasers to ask for the refund.

## Contests and Sweepstakes

**17. Create contests to stimulate in-store displays — not entries.** An avalanche of entries may thrill the fellow who designed the contest, but a 20 to 50 percent jump in sales will do a lot more for your profits. That's the extra business a good, off-shelf display can generate.

Don't expect your contest to produce mass trial by new users. Less than 20 percent of the population has ever entered a contest.

Since it's the same people who keep entering, they get pretty sophisticated. If your contest asks for proof of purchase or facsimile, you can expect 90 percent of entries to be with facsimile!

## "Send-for" Premiums

**18. Offers of free premiums to people who write in for them are overrated.** They seldom prompt response from more than one percent of gross circulation, rarely produce measurable sales results, and do not attract new users.

## Self-Liquidating Premiums

**19. Pick premiums on the basis of their ability to create trade interest and off-shelf display.** Chances are you don't manufacture the premium, so don't worry how many you'll sell. Concentrate on the trade. Choose a showy premium that will get the retailer excited, so he'll offer off-shelf display. That can increase your sales 20 to 50 percent!

Confine your advertising for premiums to the back of your package. It's difficult to justify using media dollars to push self-liquidating premiums.

**20. Make sure the premium encourages use of the product.** At least 80 percent of today's premiums are not related to the product. They do nothing to encourage brand loyalty.

Recent Ogilvy & Mather advertisements for a Hershey Cookbook have pulled 136,000 orders to date. 136,000 cooks will be cooking with Hershey products for years to come.

## Premium Packs

**21. Select your premium with great care.** A good on-pack or in-pack premium can create more new triers than a price-off deal, because consumers see that you're giving more value. But if your premium is bad, it will actually kill sales. Housewives abhor the idea of throwing away anything new—even if it's free!

**22. Try to force off-shelf display.** Advertising does not accomplish much for premium packs. But off-shelf display can boost market share.

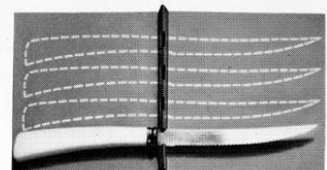
But look before you leap. A bulging, hard-to-stack premium package can force the retailer to give you desirable off-shelf display if your brand is strong, but it can be lethal if your brand is weak. The trade will simply reject your premium pack altogether.

## Retailer Promotions

**23. Offer on-the-spot free premiums to build traffic.** A strong "free" offer can produce a 15 percent increase in traffic within a few weeks—in banks, gasoline stations, fast food outlets.

About a third of the increase will come from new triers, the rest from occasional users. Payout is quick, because most customers buy more than the minimum requirement.

Heavy advertising of the premium for a short



Free premiums build traffic quickly. Be clever. Pick items that tempt customers to make repeated purchases.

period is more effective than low levels over a longer term.

In choosing premiums, apply the "Gestalt" principle of closure. An incomplete set wants completing. A box with one steak knife and three empty spaces is irresistible.

## Offices of Ogilvy & Mather

ADELAIDE	HONG KONG	NEW DELHI
AMSTERDAM	HOUSTON	NEW YORK
AUCKLAND	JAKARTA	OSLO
BARQUISIMETO	JOHANNESBURG	PARIS
BOGOTA	KUALA LUMPUR	PORTO
BOMBAY	LAGOS	ALEGRE
BRISTOL	LONDON	RIO DE
BRUSSELS	LOS ANGELES	JANEIRO
BUENOS AIRES	MADRAS	SÃO PAULO
CALCUTTA	MARACAIBO	SINGAPORE
CARACAS	MELBOURNE	STOCKHOLM
COPENHAGEN	MEXICO CITY	SYDNEY
FRANKFURT	MILANO	TORONTO
GLASGOW	MONTREAL	VIENNA
HELSINKI	NAIROBI	WELLINGTON

**Invitation:** Ogilvy & Mather has a comprehensive, one-hour "Magic Lantern" on sales promotion, which includes data we prefer not to publish. If you are seriously interested in seeing it, write to Charles Fredericks at our New York office.

Ogilvy & Mather

2 East 48th Street, New York, N.Y. 10017  
5900 Wilshire Boulevard, Los Angeles, Calif. 90036  
2600 Two Shell Plaza, Houston, Texas 77002



# How to run an advertising agency

by David Ogilvy  
Chairman, Ogilvy & Mather International

Ogilvy & Mather now has 46 offices in twenty-four countries. As a guide to the heads of these offices, David Ogilvy has set down his principles of management. Here they are in abbreviated form.

For an unexpurgated version write Ogilvy & Mather, 2 E. 48th St., New York, N.Y. 10017.

I believe in the Scottish proverb: "Hard work never killed a man." Men die of boredom, psychological conflict and disease.

The harder our people work, the happier and healthier they will be.

Make working at Ogilvy & Mather fun. When people aren't having any fun, they seldom produce good advertising. Kill grimness with laughter.

Maintain an atmosphere of informality. Encourage exuberance. Get rid of sad dogs who spread gloom.

Always be honest in your dealings with clients. Tell them what you would do if you were in their shoes.

While you are responsible to our clients for sales results, you are also responsible to consumers for the kind of advertising you bring into their homes. Tell the truth.

## No phonies or zeros

Our offices must be headed by the kind of men who command respect. Not phonies or zeros.

Qualifications for the Heads of our offices:

1. High standards of personal ethics.
2. A big man, without pettiness—a formidable individual.
3. Stable, guts under pressure, resilience in adversity, a deep keel.
4. Brilliant brain—not a safe plodder.
5. Commitment—dedicated, a hard worker.
6. A streak of unorthodoxy—the urge to innovate.
7. The courage to face tough decisions, including firing non-performers.
8. Inspiring enthusiast—with infectious gusto.
9. Decisive—speed in grasping nettles.
10. Ability to hire and promote good people.

If you treat your lieutenants as subordinates, they will be less effective in their jobs; they will come to resent their subordination.

Our Top Management in each country

should function like a Round Table, without the overt discipline of a military hierarchy—with its demeaning pecking order.

An egalitarian structure encourages independence, responsibility and loyalty. It reduces dependence on ONE MAN, who is sometimes absent, often fallible and always mortal.

## The key to success

The key to success in management lies in this concept of PARTNERSHIP. Partnership between the Heads of our offices and their colleagues at the Round Table. Partnership between our offices in different countries.

Happy partnerships are as difficult to sustain as happy marriages. The challenge can be met if those concerned have clear-cut divisions of responsibility and don't poach on the other fellow's preserves.

*"Why beholdest thou the mote that is in thy brother's eye, but considerest not the beam that is in thine own eye?"*

Superior service to our clients depends on making the most of the men and women on your staff.

Give them challenging opportunities, recognition for achievement, job enrichment, and responsibility.

Treat them as grown-ups—and they will grow up.

Help them when they are in difficulty. Be affectionate and human, not cold and impersonal.

*Give outstanding performers spectacular rewards. Nothing is too good for our make-or-break individuals.*

Encourage free communication upward. Senior men have no monopoly on great ideas.

Nor do Creative people. Some of the best ideas come from clients, account executives, researchers and others.

## Don't be a hermit

Do not summon people to your office—it frightens them. Instead, go to see them in their offices.

A Chairman who never wanders about his agency becomes a hermit, out of touch with his staff.

Never hire relatives or friends. Sack incurable politicians. Crusade against paper warfare. Encourage your people to air their disagreements face-to-face.

Discourage secrecy. Discourage poaching. Compose sibling rivalries. Avoid duplication of function—two

people doing a job which one could do.

## Ferment and innovation

Your paramount hiring problem is this: Advertising is one of the most difficult functions in industry, and too few brilliant people want careers in it.

1. Make a conscious effort to avoid recruiting pedestrian hacks.

2. Create an atmosphere of ferment, innovation and freedom. This will attract brilliant recruits.

3. If you ever find a man who is better than you are—hire him. If necessary, pay him more than you pay yourself.

In recruitment and promotion we are fanatical in our hatred for all forms of prejudice. We have no prejudice for or against Roman Catholics, Protestants, Negroes, Aristocracy, Jews, Agnostics or foreigners.

## The most important function

The Creative function is the most important. The Heads of our offices should not relegate their key creative people to positions below the salt.

They should pay them, house them and respect them as indispensable Stars.

We also value our good Management Supervisors. They stimulate our service departments to do great work for clients.

Our Management Supervisors are equivalent to the partners in great law firms. They must be stable, courageous, professional and imaginative.

They must work in fruitful partnership with our creative people—neither bullying them nor knuckling under to them.

*This is not a job for lazy, frightened mediocrities, nor for superficial "contact" men.*

No agency has greater respect for the importance of the research function—particularly in the creative area.

The most valuable quality in a Research Director is his integrity. A dishonest one can do appalling damage.

It is also important that a Research Director be able to work sympathetically with our creative people. And he should be able to use research fast and cheaply.

## Disciplines

In all our departments, our top people must instill a healthy discipline. Due dates must be met. The staff must arrive on time. Telephones must be answered politely. Security must be policed.

It is also the duty of our top people to sustain unremitting pressure on the professional standards of their staffs. They

must never tolerate mediocre creative work or sloppy plans.

In our competitive business, it is suicide to settle for second-rate performance.

## Fee or commission?

We offer our clients a choice of fee or commission. Fees offer four advantages:

1. The advertiser pays for what he gets—no more, no less.

2. Every fee account pays its own way. Unprofitable accounts do not ride on the coattails of profitable accounts.

3. The agency has an incentive to provide non-commissionable services.

4. Unforeseen cuts in advertising expenditure do not result in temporary personnel layoffs.

Then there is the commission system, and some clients prefer it. Both systems will continue for years to come. We should be open-minded about them.

## New accounts

The most difficult decisions are which new accounts to take and which to reject. The primary considerations should be:

1. Does anyone in our Top Management really want the account? We should never take a new account unless at least one of our key men can approach it with tremendous enthusiasm.

2. Do we believe that good advertising can sell the product?

3. Would the marriage be a happy one? Unhappy marriages do not fructify—and they do not last.

4. Has the account potential for growth?

The prime responsibility for new business must lie with the Head of the office. He should not allow his Management Supervisors to spend too much time assisting him in this area; their prime responsibility must always be to our present clients.

## Ogilvy & Mather now has offices in these countries

ARGENTINA	INDONESIA
AUSTRALIA	ITALY
AUSTRIA	KENYA
BELGIUM	MALAYSIA
BRAZIL	MEXICO
CANADA	NEW ZEALAND
COLOMBIA	NIGERIA
FRANCE	SINGAPORE
GERMANY	SOUTH AFRICA
HOLLAND	UNITED KINGDOM
HONG KONG	UNITED STATES
INDIA	VENEZUELA

# Account Managers: Could you make the grade at Ogilvy & Mather?

**Ask yourself these 18 questions. If you can truthfully answer "yes" to 15 of them, you may have what it takes to become an Account Manager at Ogilvy & Mather, Los Angeles.**

1. Is the advertising business in your bloodstream? Do you enjoy strategic planning? *Selling?* Helping create *great* advertising?

2. Can you stand up under pressures that would have most ordinary mortals climbing the walls?

3. Are you willing to work *hard*? If you cannot say "yes" to this question, forget the rest.

4. Are you discreet? Our clients trust us with a lot of confidential information. This is no business for blabbermouths.

5. Do you do your homework? At Ogilvy & Mather you would be required to plan and manage multi-million dollar advertising campaigns. Success does not happen by chance.

6. Do you have a well-stocked vocabulary? Fuzzy talkers and sloppy writers make wretched account managers.

7. Do you follow up? "Loose ends" in any business can drive you crazy. In our business, it can paralyze you.

8. Are you more interested in a *career* than a job? "Job hoppers" do not succeed at Ogilvy & Mather.

9. Do you have the guts to say, "I don't know. I'll have to call

you back when I've got the facts." We don't deal in calculated guesses. And we don't tolerate hip-shooters.

10. Do you go out of your way to help people?

11. Can you say "no" to a client? Our clients expect *candid counsel* from their Account Manager. Not subservience.

12. Could you be a good *partner*? Our Account Managers are partners to our clients. And they are partners to our creative, media, and research people.

13. Do you know how to get to the point? There's no room for long windedness.

14. Do you have a proven record of success? Quite frankly, we look for people who have a habit of winning.

15. Do you have a compelling interest in business and social trends? Marketing and advertising often reacts to the force of the news. You must know what's happening.

16. Do you have a good energy reserve? As an Ogilvy & Mather Account Manager, you'll be going full blast all day. There's little time for you to chat around the coffee machine.

17. Do you have a good

strong backbone? Ogilvy & Mather has a superb reputation, but occasionally the slings and arrows of outrageous fortune come our way. We don't admire jellyfish.

18. Are you looking for an agency that offers exceptional advancement opportunities? Our Managing Director worked her way up from copywriter. Two of our Management Supervisors started as media planners. Our Executive Creative Director started with us 12 years ago — as a *messenger*.

If you're still interested after this barrage of questions, here's what we'd like you to do. Sit down and write us a letter, answering the 18 questions on this page as briefly or fully as you like. Tell us what you really think — about yourself, about Ogilvy & Mather. No soft soap, please.

**Write to:**

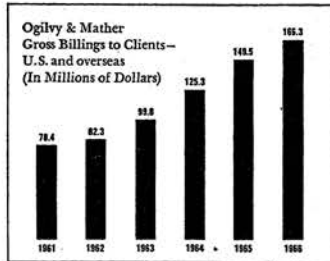
Beverly Seppey  
Personnel Department  
Ogilvy & Mather, Inc.  
5900 Wilshire Blvd.  
Los Angeles, California 90036

Ogilvy  
&  
Mather

An equal opportunity employer M/F

# Ogilvy & Mather reports on its first year

On April 26, 1966, Ogilvy & Mather International, the twelfth largest advertising agency in the world, became a public company. Our first Annual Report was mailed to shareholders last week. Text and illustrations shown here come from that report. If you would like a copy, write Shelby H. Page, Treasurer, Ogilvy & Mather Inc., 2 East 48th Street, New York, N.Y. 10017.



## Performance in 1966

In 1966, Ogilvy & Mather International billings increased 11.2 percent to \$166,300,297.

Fee and commission income increased 12.4 percent to \$26,674,905.

Earnings per share increased only slightly—from \$1.31 in 1965 to \$1.32 in 1966.

Profits in the United States increased by 75 percent. This increase was offset by a profit reduction in the United Kingdom and Europe. The United States agency contributed 84 percent of net income from operating subsidiaries. Lower profits overseas were partly the result of economic conditions. The deflationary curbs placed on the British economy in 1966 led to a cutback in some advertising expenditures. Similarly, Germany has been suffering an economic downturn which was reflected in reduced advertising expenditures.

Three quarterly dividends of 10 cents per share were paid—after we became a public company in April.

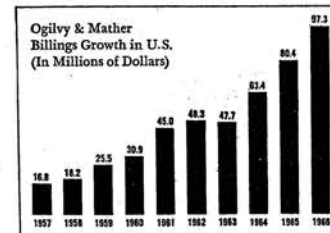
## New Accounts

In each of the seven countries where we have offices, we added new clients in 1966. In the U.S., we were appointed by Mars, Incorporated, General Cigar Company, Merck & Co., Gillette Safety Razor Company.

In Canada, we were selected by General Foods to handle five products. In England, we added Gillette, Bristol-Siddeley Engines, and new products for Pet-foods and HP Sauce. New clients in Continental Europe included ICI Fibres, American Express, Bristol-Siddeley Engines, Gilbey's Whisky and Vesta foundation garments.

## Growth in the U.S.A.

The United States accounts for 67 percent of the world's advertising expenditures. The chart below shows our billings growth in the U.S.—from



\$16,765,000 in 1957 to \$97,273,107 in 1966. In the past ten years, we have grown from forty-fourth largest U.S. agency to eighteenth largest.

Over this same period, the compound annual growth rate of the U.S. Gross National Product has been 5.9 percent. The billings growth rate of the twenty-five largest agencies has been 6.5 percent; the growth rate of Ogilvy & Mather (U.S.) has been 21.6 percent.

A large part of our growth in the United States has come from additional business awarded us by existing clients. In the past five years our billings in the U.S. have grown over \$52,000,000; almost \$31,000,000, or 58 percent of this growth is additional business from existing clients. Growth with present clients is the best testimonial to our agency's service.

## Growth in Europe

Our agencies in the United Kingdom and Germany are major ones. According to *Advertising Age*, in 1966 our agency in the United Kingdom was the fourth largest; our agency in Germany the seventh largest. We have confidence in their continued growth in spite of difficulties in 1966.

In the first quarter of 1967, new accounts with annual billings of over \$6,000,000 were gained in Europe. (In Great Britain: the Gas Council, Omega Watch Company, Reckitt's Wonderhair hair spray, and new assignments from Unilever and Gillette. In Germany: Alete baby foods and a new assignment from Unilever.)

Early in 1967 we entered into an agreement with the Trio Advertising Agency in Switzerland under which we propose to combine our Swiss and Italian offices with the Trio offices in these two countries. We believe this step will improve our operations in Switzerland and Italy.

Our program for strengthening management and reducing costs in Europe was well in train by the end of 1966. We look to a greater profit contribution from Europe in 1967.

## International Service

The advertising business is growing rapidly throughout the free world as more economies become more consumer-oriented. Manufacturing companies expanding internationally need advertising agencies that can provide international service.

There is mounting evidence that the same advertising campaigns usually have the same appeal to the consumer in North Dakota as to the consumer in Frankfurt or Toronto. We have geared ourselves to create international campaigns.



Today, Ogilvy & Mather has offices in seven countries. These countries account for 85 percent of world advertising expenditures. We serve the American Express Company in all seven countries. The Omega Watch Company is the most recent addition to our roster of international clients. We plan to

open an office in Melbourne, Australia in the second half of 1967.

Our Board of Directors is composed of ten of the Directors of our companies in England, Canada and the United States.

We exchange personnel between our offices. We have Englishmen working in New York, Frankfurt and Vienna. One of our American Vice-Presidents, working in London, was recently elected to the Board of our English company. Another has been appointed to head our German company. Our U.S. training program exposes nationals from our other offices to American marketing and advertising methods.

## New Management in 1966

The year 1966 marked the introduction of new management blood throughout our company.



ALAN N. SIDNAM, JOHN ELLIOTT, JR., JAMES R. HECKIN, JR., Vice-Chairman, N.Y. Chairman, N.Y. President, N.Y.

John Elliott, Jr., 46, became Chairman of our U.S. company; James R. Heekin, Jr., 40, became President; and Alan N. Sidnam, 50, Vice-Chairman.

James Benson, 41, became Managing Director of our London company, succeeding Guy Mountfort, who had reached retirement age. Angus Ross, 46, became Deputy Managing Director. Donald Atkins continued as Chairman.

John Straiton, 44, became the President of our Canadian company.

Henry P. Bernhard, 39, from our New York office, became head of our German company, succeeding the late William Heumann.

An advertising agency is *people*. To keep our competitive edge, we take unusual pains to recruit, train and promote able young men and women. Of fifteen new Vice-Presidents named in the U.S. in 1966, fourteen were promoted from within. We believe this testifies to the effectiveness of our recruiting and management training programs.

## The Campaigns We Create

Our business is to create great advertising. It is hard work. While great advertising may sometimes result from superficial inspiration, it is more likely to be on target when creative minds are armed with *facts*—facts about the product and the market. We believe that consistently successful advertising is born of a marriage of painstaking research and creative inspiration.

We spend a higher percentage of our income on research than do most advertising agencies, and this expenditure is still going up. We view this as an investment to create better advertising for our clients and so strengthen our relationships with them.

In 1966, we believe that Ogilvy & Mather International won more major awards for creative excellence than any other agency in the world. For example:

At the Venice International Advertising Film Festival, Ogilvy & Mather won more awards than any other agency.

In the 1966 "Saturday Review's" contest for "Distinguished Advertising in the Public Interest," Ogilvy & Mather won the two first places and one quarter of all the awards. Over the years, we have won 47 "Saturday Review" awards.



TV Commercial for SEARS, ROEBUCK First Prize 15th International Advertising Film Festival Venice



Advertisement for INTERNATIONAL PAPER First Place "Saturday Review" Awards for Distinguished Advertising in the Public Interest

Above, and on the facing page you'll find examples of our campaigns in 1966. These tiny reproductions hardly do justice to the advertising. But we wanted to give you as many reminders of our creative work as possible.

Last year, we produced 466 television commercials in the U.S. About 65 percent of our U.S. billings were in television. In Canada we produced 186 commercials, in English and French.

## A Diversified Portfolio

We are very proud of our roster of clients. They include many of the great names of industry throughout the world.

We have a highly diversified portfolio of accounts—more than 150 of them—ranging from groceries to gasoline, from toiletries to travel, from eggs to electronics. This kind of diversity makes for stability in our business.

Below we've listed our clients in the United States. We commend them to you.



Donald Atkins Vice-Chairman David Ogilvy Chairman

## Ogilvy & Mather Clients in the U.S.A.

- |                             |                                 |   |                             |
|-----------------------------|---------------------------------|---|-----------------------------|
| American Express            | General Foods                   | Mead Johnson Nutritionals                 | Pepsi-Cola Company          |
| Bristol-Myers               | Gillette Safety Razor Company   | Mercedes-Benz                             | Schweppes (U.S.A.)          |
| British Travel Association  | C. F. Hathaway                  | Merck & Co.                               | Sears, Roebuck              |
| Campbell Soup Company       | International Business Machines | Michaels/Stern                            | Shell Oil Company           |
| Commonwealth of Puerto Rico | International Paper Company     | Morgan Guaranty Trust Company of New York | Shell Chemical Company      |
| The Drackett Company        | KLM Royal Dutch Airlines        | Nationwide Insurance Companies            | Steuben Glass               |
| General Cigar Company, Inc. | Lever Brothers                  | P & O Lines                               | Zippo Manufacturing Company |
| General Dynamics            | Mars, Incorporated              |   |                             |

# Ogilvy & Mather reports on its most profitable year

Ogilvy & Mather International, the ninth largest American advertising agency, became a public company in 1966. Their fourth Annual Report was recently mailed to stockholders. Text and illustrations below are taken from that Report. For a complete Report, write Shelby H. Page, Ogilvy & Mather, 2 East 48 St., New York 10017.



DAVID OGILVY  
Chairman, International

In 1969, we maintained our unbroken record of topping the preceding year.

Our net income increased by 15 percent to \$2,330,384, or \$2.08 per share, compared with \$2,026,092, or \$1.86 per share, in 1968.

Our billings increased to \$229,564,903 from \$205,254,489 in 1968, or 12 percent.

We paid four quarterly dividends, the first of 12½ cents per share, then three of 15 cents per share: 57½ cents per share for the year.

Profits outside the United States increased by 68 percent, as a result of more profitable operations in England, Canada, Germany, Australia and Austria.

We expanded into Latin America, Holland and Belgium. Ogilvy & Mather now has 30 offices in 14 countries. The earnings of our newest acquisitions will contribute modestly to our 1970 figures.

In all countries where we have offices, we added new clients in 1969.

## Growth in the U.S.A.

For the sixth consecutive year, Ogilvy & Mather (U.S.) made substantial gains over the preceding year.

Billings increased to \$152,349,280, a growth of 10.1 percent over 1968. We added a greater volume of new business than in any previous year.

We were appointed by Owens-Corning Fiberglass, Hershey, the French Government Tourist Office, Menley & James (Contac) and Cessna. The full effect of these additions will be felt in 1970.

In 1969, we resigned two unprofitable accounts, and we lost two accounts.

Growth with present clients is the best testimonial to an agency's performance. We have grown with virtually all our clients, the most striking examples being American Express, Bristol-Myers, General Foods, Lever Brothers, Sears, Roebuck and Shell.

## Promotions from our ranks

In November, Andrew Kershaw was elected President of Ogilvy & Mather (U.S.), succeeding James R. Heckin, Jr., who left the agency. For nine



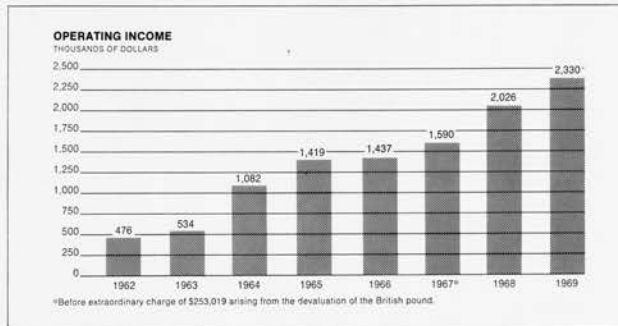
JOHN ELLIOTT, JR., Chairman and ANDREW KERSHAW,  
President—New York

years, Mr. Kershaw has been Chairman of our Canadian agency, which he built into one of the best known in Canada. He has been a Director of our U.S. company for eight years.

During the year, we elected four new Directors of our U.S. company. We also elected four Senior Vice-Presidents and eight Vice-Presidents. All these new officers were promoted from our ranks. We grow our own.

In February, 1970, we opened a 30-man office in Houston to service Shell, which has moved the headquarters of its marketing operations to Houston.

We are keeping an increasingly tight rein on costs. In 1969, we instituted even more precise budgetary controls. A traditional, though rudimentary, measurement of an agency's efficiency is the ratio of employees to billings. In 1959, we had 10.5 employees per million dollars in billings. In



1969, we had 5.9. As salary costs are forced up by competition and inflation, this ratio must go down even further. We believe there is still room for improvement in our efficiency.

## Growth of international operations

Profits from our international operations increased 68 percent in 1969. This was on top of a 64 percent increase in 1968. We look to continued growth of our operations outside the United States.

In London, despite continuing curbs on the British economy, new accounts raised our billings by almost eight percent.

Our new clients include the British Steel Corporation, Cinzano, Hambros Bank, International Publishing Corporation, and the Southern Gas Board. Ten new assignments came from Reckitt & Colman, Unilever, Mars, and John Player & Sons. We lost one account and resigned another.

On January 1, 1970, James Benson became Chairman of Ogilvy & Mather (London), succeeding Donald Atkins, who continues as Vice Chairman of our parent company. Angus Ross became Deputy Chairman.

With a balance of payments surplus at last achieved, the outlook for British business looks more buoyant. Our London office expects a further advance in 1970.

## Expansion in Europe

In January, 1970, we announced our expansion into Amsterdam and Brussels, through the acquisition of a majority interest in the Van Maanen agency, which is now known as Van Maanen, Ogilvy & Mather.

Van Maanen is one of the largest agencies in Holland. It was founded in 1921 and five years ago opened a branch office in Brussels.

Our Dutch colleagues, Cor Bandt and Eddie de Smet, continue as Managing Directors of Van Maanen, Ogilvy & Mather. Henry P. Bernhard, Chairman of Ogilvy & Mather's Continental offices, represents the parent company in the management.

In Germany, Dieter Starck was appointed Managing Director of our Frankfurt company. We won ten new accounts, including the major appliances of AEG-TELEFUNKEN and Veith-Pirelli tires. We received new assignments from Unilever and Effem-Mars.

In Austria, Helmut Zambo moved from our Frankfurt office to become Managing Director of

our Vienna office. We gained eight new accounts, including Mercedes-Benz Wiesenthal and Schweppes.

In Italy, Gianni Muccini joined us as Chairman of our Milan office, to work in partnership with Robert Lasagna, Managing Director. We added Isolabella, Reckitt and the milk campaign for the Province of Milan.

In Canada, existing accounts grew, new accounts were won, and we purchased the Mac Shoub Group. This acquisition, in combination with our already established service office, gave us a full-service profit center in Montreal. What's more, it added a most valued client to our roster: Seagram.

Andrew Kershaw continues as Chairman of Ogilvy & Mather (Canada), but the day-to-day running of the company has devolved on John Stratton, President, and Robert Miller, Managing Director.



Ogilvy & Mather has offices in 11 countries

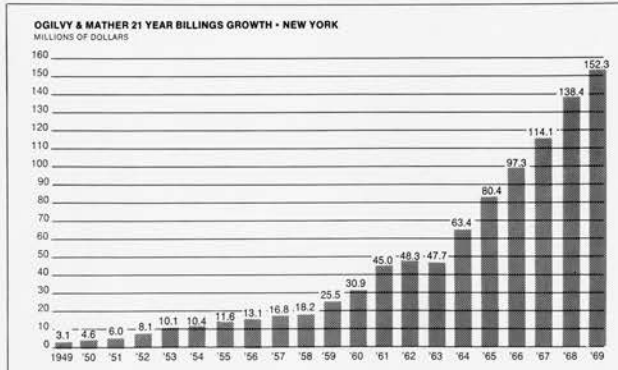
Our Australian offices, under the leadership of Michael Ball, continued their remarkable growth. Billings were up 85 percent over 1968. In 1969, we gained seven new accounts, including Dunlop and Nabisco. We were also awarded new assignments from Bristol-Myers, General Foods, Unilever and other clients.

Early in 1970, Michael Ball was elected a Director of the parent company.

## First steps into Latin America

In 1969, we took our first steps into Latin America. We acquired a substantial minority ownership in CORPA, the largest advertising agency in Venezuela. CORPA is associated in Mexico with Panamericana de Publicidad, and in Colombia with Patino Ponce de Leon. All three agencies are now functioning as members of the Ogilvy & Mather group of agencies. William Phillips represents the parent company on the Board of CORPA.

Early in 1970, we announced the purchase of a substantial minority interest in Standard Propaganda, the largest Brazilian advertising agency. It has eight offices, with headquarters in Rio de Janeiro.



We look forward with enthusiasm and confidence to our partnership with these excellent agencies and their heads, Dr. Alfredo Machado Gomez, Jacques A. Regis Etievan, Raul Gattieroz, Alvaro Ponce de Leon and Cicero Leuenroth.

## Planning for continued expansion

We are planning further international expansion. International companies are turning more and more to those advertising agencies that can provide first-class international services. We now serve 17 clients in three or more countries.

We regard all our 30 offices (and others as they are added) as one agency indivisible, with common policies and uniform standards of service.

Toward this end, we are stepping up the movement of our most talented people from country to country. We sent one of our New York men to be the Chairman of our Continental offices; a man from our Toronto office to launch our Australian company; a man from Frankfurt to head up our Austrian office; a man from New York to head up creative work on the European continent. We have brought the head of our Toronto office to be the President of our New York office. And so on. There will be more of such movements in the years to come.

To accelerate this process of internationalization, we have appointed International Management Supervisors to manage our international accounts. Some of them work out of our New York office, others out of London and Frankfurt.

Ogilvy & Mather is dedicated to six purposes, which bear restatement:

1. To serve our clients more effectively than any other agency.
  2. To earn an increased profit every year.
  3. To maintain high ethical standards.
  4. To run the agency with a sense of competitive urgency.
  5. To make Ogilvy & Mather the most exciting agency to work in.
  6. To earn the respect of the community.
- Ogilvy & Mather has an exceptionally diverse roster of clients—a fact which adds to our stability and growth potential. We list our U.S. clients below. We commend their fine products to you.

## Ogilvy & Mather Clients in the U.S.A.

- AMERICAN EXPRESS
- BRISTOL-MYERS
- CAMPBELL SOUP COMPANY  
Pepperidge Farm
- CESSNA AIRCRAFT
- THE DRACKETT COMPANY
- FALSTAFF BREWING CORPORATION
- FRENCH GOVERNMENT TOURIST OFFICE
- GENERAL CIGAR
- GENERAL FOODS
- C. F. HATHAWAY
- HERSHEY FOODS CORPORATION
- HERTZ INTERNATIONAL
- INTERNATIONAL BUSINESS MACHINES
- INTERNATIONAL NICKEL
- INTERNATIONAL PAPER
- KLM ROYAL DUTCH AIRLINES
- LEVER BROTHERS
- MARS INCORPORATED
- MENLEY & JAMES
- MERCEDES-BENZ
- MERRILL LYNCH, PIERCE, FENNER & SMITH
- MICHAELS/STERN
- NATIONWIDE INSURANCE COMPANY
- OWENS-CORNING FIBERGLASS
- SCHWEPES
- SEARS, ROEBUCK AND COMPANY
- SHELL CHEMICAL COMPANY
- SHELL OIL COMPANY
- STUBBEN GLASS
- UNITED STATES TRAVEL SERVICE
- ZIPPO

Ogilvy & Mather Direct Response

# The advertising agency with the secret weapon

"For forty years, I have been a voice crying in the wilderness, trying to get my fellow advertising practitioners to take direct response seriously. Direct response was my first love. And later, my secret weapon."

David Ogilvy



Forty-two years ago, David Ogilvy, the founder of Ogilvy & Mather, recognized direct response as possibly, the most sophisticated and precise marketing tool available to businessmen. Direct response is effective, cost efficient and accountable.

Today, there are 17 Ogilvy & Mather Direct Response offices around the world, with billings totaling more than US\$100 million.

In Singapore, Ogilvy & Mather Direct Response was established in January 1981, by our Managing Director, Peter Sterling.

We are the first and only fully computerized direct response company in Singapore, or for that matter, South East Asia.

We offer our clients complete in-house production facilities for every element of their direct response campaigns — from creative planning to media recommendations to computerized mailing.

Our success is our first year protégé Michael Ball, Regional Head of Ogilvy & Mather and a Director of Ogilvy & Mather International, to make the Singapore office the regional co-ordinating Direct Response centre for South East Asia.

### Direct mail — our most powerful tool

Direct mail is the most powerful tool at the disposal of Ogilvy & Mather Direct Response. No other medium can be so precise, yet so flexible.

Unlike print advertising or television commercials, direct mail is not restricted by space or time. There are no limits, except the client's budget and the creative people's imagination.

Direct mail is dependent on selective, constantly updated and dedicated mailing lists. Effective duplication can only be achieved on a computer. With-

out duplication, you run the risk of annoying existing or potential customers with repeated mailings. Moreover, each duplicated mailing is money wasted.

The selection of the right prospect list is the most critical point in the direct mail programme. The best creative idea and the soundest copy may go to waste if the right list is not available.

The Singapore office is the only Ogilvy & Mather Direct Response agency in the world to own its own computerized mailing lists. We have direct access to the names, addresses and information of over a million people, companies and organisations in Singapore. So we can reach your target audience with a bull's-eye. Everytime!

Our computer bank also provides list storage and processing facilities for our offices in Hong Kong, Bangkok, Kuala Lumpur and Jakarta as part of our regional co-ordination.

### Specialists in our own right

Direct response advertising is more than just adding a coupon to an advertisement or writing a letter to a potential consumer.

An agency can produce a magnificent mailing package. Layout, expense and beautifully executed. But it will not bring the expected result if the call for action is not correctly emphasized.

Direct response is a specialized form of advertising. There is no such thing as hard sell or soft sell.

It's all or no sell.

We have seen one direct response advertisement sell sixteen times as much of a product as another advertise-

ment for the same product. A change in the headline was the only variable. The media rates cost the same for both advertisements.

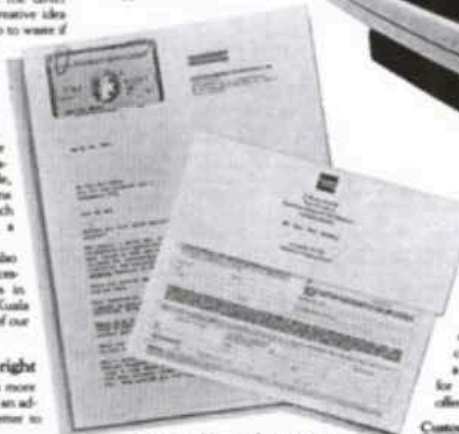
Direct response requires more specialized skills than, perhaps, any other form of advertising. There are very few people who are adept at the art of direct response advertising. You should not give the job to amateurs.

Anybody can claim they have a direct response capability. But only Ogilvy & Mather Direct Response can prove it. Compared to an average response rate in most western countries of two to three per cent, our direct response advertising in Singapore has yielded average responses of five to seven per cent.

Talk to our clients. They are our best supporters.



Using our computer, we can reach your target audience individually, with personalized mailings.



Getting new business from old customers. It can cost less to sell to your present customers than to acquire new ones. Very often, satisfied customers of one division of a company are ideal prospects for the products and services offered by another division.

Customer communications. More and more companies are rediscovering the bottom-line value of customer goodwill. Direct mail is the most personal and effective way to let your customers know you care.

For King & Shanon Investment Fund Managers, we mail personal letters and news of the latest investment developments to their clients every month. The result? A substantial increase in business.

Our client, American Express, has and will continue to build business through direct mail.

### Measurable performance

Ogilvy & Mather Direct Response offers you professionals in every aspect: creative, media, production and account management. Because the work we perform for our clients is measurable, our performance is also directly measurable. Ogilvy & Mather Direct Response International has become one of the world's largest direct response agencies because of our professional expertise.

Last year in Singapore, we created more than a million dollars' worth of direct response advertising — in mail and media — for clients big and small.



### What is direct response?

Direct response advertising refers to any kind of advertising that seeks a direct response — an order or an inquiry — from the consumer.

Direct response can be included in all forms of advertising: print, magazine, television, radio, cinema. Any advertising medium.



Direct response can be direct mail. Information passed to people about whom certain factors are known, eg income bracket, occupation, interests etc.

Direct response communication can be by telephone. Telephone marketing is a fast growing segment of direct response. Goods and services are being offered over the telephone to obtain orders and inquiries.

Direct response advertising also includes two-way television. This electronic media is already revolutionizing the direct marketing fields in Europe and the United States, and is



just around the corner for Singapore.

In every instance, the advertisement, mailing piece or telephone call includes a call for action: A request for a direct response.

Direct response advertising gives you the ability — unique in advertising — to measure results and returns on investment precisely. An invisible advantage in today's economy.

In addition, you can pinpoint your markets, instead of reaching audiences composed mostly of poor prospects.



Introducing new products. Direct response can sometimes be an effective way to introduce a new product to key prospects. It can also be used to prevent the consumer appeal of a new product at only a fraction of normal market test costs.

We helped Aquara Guan Hoe, agent for Saab cars, launch their Saab Turbo 900 by sending out a mailing package that invited key prospects to come for a test drive. Our client sold three months' stock within the first month!

### How to find out more

The true value of direct response advertising is yet to be realized in Asia. In Singapore, we have an ideal direct response market.

Despite the very strong Singapore identity of all our citizens, the population is clearly structured into socio-economic, cultural, language, religious and ethnic groups. Direct response provides a very precise method of reaching these specific groups cost-effectively, particularly when relatively limited advertising or promotional budgets are available.

If you would like to learn more about how direct response advertising can increase your sales and profits, please call Peter Sterling or Eric Stanley at 223 8722. Or post the coupon for a copy of our brochure that contains full details of our secret weapon: direct response.

### Cut out and mail today!

Ogilvy & Mather Direct Response  
7th Floor Tuan Sing Towers  
30 Robinson Road Singapore 0104

Please send me more information about your secret weapon — direct response.

I would like to know how Ogilvy & Mather Direct Response can help me improve my company's sales and profits. Please contact me.

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_

Telephone \_\_\_\_\_

Ogilvy & Mather Direct Response

*New study from Ogilvy & Mather*

# What Corporate Advertising Can Do —and Can't

**I**N 1981, American corporations spent \$500 million on corporate advertising. Much of this money was wasted by trying to do things that can't be done.

Ogilvy & Mather has just distributed to its offices around the world a new slide-and-film study of corporate advertising. Here we reveal some of our conclusions.

**We have learned that good corporate advertising can:**

- Build awareness of a company.
- Make a favorable impression on investors and security analysts.
- Motivate employees and attract recruits.
- Influence public opinion.
- Strengthen relations with dealers.
- Influence legislation.

**We have learned that corporate advertising cannot:**

- Gloss over a poor record or a weak competitive position.
- Boost the price of your stock next month.
- Swiftly turn the tide of public opinion.

There are no quick fixes. Advertising can spread the truth about your company, but cannot conceal it.

Many companies have no clear image because they are not well

known. Says the Opinion Research Corporation:

*"The invisibility and remoteness of most companies are the main handicaps. People who feel they know a company well are five times more likely to have a highly favorable opinion of the company than those who have little familiarity."*

Smith Barney was highly respected by Wall Street cognoscenti, but little known among the investing public.



Ogilvy & Mather hired John Houseman to go on television and tell investors that Smith Barney makes money the old-fashioned way—they earn it. Within four months investor awareness of Smith Barney and what it stood for went up 49 percent.

### Clear Objective

Exactly what image do you wish to project? To whom? For what pur-

pose? Research can help you decide. What remains is technique. Most successful corporate advertising follows these principles:

**1. Build credibility.** Only five percent of Americans associate the word trust with the word business. You build trust when you use facts rather than vague generalities.

Make your ads look informative and newsy—more like editorial pages, less like other advertisements.

On television, demonstrate your point. Nothing builds credibility better than evidence people can see with their own eyes. In England, Shell slowly panned its cameras over a serene valley after a pipeline had been put under it. No sign of the pipeline. Point made.

**2. Involve your audience.** Don't lecture people—talk to them. Get them to participate. One way is to give them information they can use—as in our booklets for Shell. (For results, see illus-



### 5100 to 1

Through September 30 Shell had received over a million letters commenting on its series of helpful booklets.

Favorable letters outnumbered unfavorable 5100 to 1.

## Advocacy Advertising

### Getting a fair hearing for your side of the case

MORE AND MORE companies are turning to advertising to put forward their side of the case on public issues.

Ogilvy & Mather has conducted advocacy campaigns for many clients. Here are highlights from what we have learned from our research, our successes, and our failures.

#### Who influences opinion?

To present your side of the case effectively, you must know who your audience is already listening to.

Today's television heroes, movie stars, talk show hosts, and investigative reporters command more respect than you do. They sound off on issues in colorful language, easy to grasp and easy to remember.

EXAMPLE: During the 1980 energy crisis an actor, the hero of a crime-oriented TV series who has no special expertise in energy matters, disclosed his views on a nationally televised talk show. His rambling, illogical, accusatory explanation of the energy crisis was cheered by the audience.

Advertising can help. It pays to observe these principles:

**1. Simplify the issue.** Many com-

plex issues can be addressed in simple yet accurate language.

A classic example of simplifying the issue is this headline for a 1945 advertisement for the Chesapeake & Ohio Railway:

A HOG CAN CROSS THE COUNTRY WITHOUT CHANGING TRAINS —BUT YOU CAN'T

But don't overdo it. Simplistic distortion insults people's intelligence, and can do more harm than good.

**2. Present the issue in terms of the public's self-interest.** The public is interested in your products, and will read your product advertising. By contrast, few people care about your problems.

Show how your point of view coin-

cides with the public's self-interest. If it does not, don't advertise.

**3. Be candid—and show balance.** People expect advertising to be biased on behalf of the advertiser. By pointing out the other side as well as your own—playing fair and showing balance—you can overcome much scepticism.

When Houston Lighting and Power was planning its first nuclear power plant, it anticipated resistance and ran advertising which dealt with this complicated issue in a candid and balanced way. The number of Houston residents with favorable attitudes toward nuclear power increased by 20 percent the first year. There was virtually no opposition when the



### How to read faster

By Bill Conroy

received requests for more than eight million reprints of long-copy advertisements like the one shown at left.

NOTE: Copywriters should not confuse *long copy* with *pompous* or *rambling* copy. You can say a lot without getting heavy-handed or long-winded.

**5. Coordinated campaign.** Your press relations, speeches, brochures, films, employee relations—all should sing the same tune as your corporate advertising. This can make a sizable difference in results.

**6. Measure your progress.** Many corporate campaigns are discontinued before they have had a chance to work. This is because:

- A research program for measuring progress is not set at the start.
- Objectives are not defined clearly enough to allow measurement.
- The budget is easy to raid to bolster earnings in a bad year.
- Brand or division managers want the money to sell products.

Measurement allows weaknesses to be ironed out, and permits management to see progress toward specific and important goals. Companies which demand measurement run corporate campaigns longer and reap greater rewards.

tration. This campaign is now working equally well in 13 other countries.)

**3. Be different.** In our full study we list 17 slogans from current major corporate campaigns. Few people in any audience can correctly identify more than a couple. They are indistinguishable from each other.

Search for something that can set your company apart. Ten years ago, Ogilvy & Mather first advertised Merrill Lynch as the company that was "bullish on America." Today, despite a change of agency, the bull continues to set Merrill Lynch apart as a leader.

**4. Look of importance.** A few large advertisements can be more effective than a bunch of small ones.

Long copy looks important—and works. Readership falls off fast up to 50 words, but drops very little between 50 and 500 words. (You are still reading this advertisement, after 538 words.) In three years, International Paper has

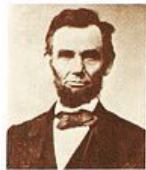
1,086,582 favorable

213 unfavorable



company later announced plans for its first nuclear plant.

**4. Get a head start.** Act before opinions form and emotions heat



"Public opinion is everything. With public sentiment nothing can fail; without it, nothing can succeed."  
ABRAHAM LINCOLN

"The public be damned!"  
WILLIAM H. VANDEBILT



up. Not always easy. It's like Will Rogers on the stock market: "All you do is buy some stock, and when the price goes up, sell it. If the price doesn't go up, don't buy it."

But when you *can* anticipate problems it pays to do so—as Houston Lighting and Power and others have shown.

**5. Know who your target audience is—and why.** Your choice will determine your costs. For example, it costs less to advertise to a few state legislatures than to the public.

The so-called "influentials" or "thought leaders" often present a tempting target. But campaigns addressed to them seldom actually work, because nobody really knows who they are. A bishop? A

bartender? A political activist? They are spread throughout the population and impossible to reach with discrete media programs.

Among the successful campaigns we have studied, fully half were addressed to the general public on television.

Advocacy campaigns that fail generally choose the wrong target, lack commitment (one-shot advertisements instead of persistent campaigns), are weak in craftsmanship, or advocate hopeless causes. Those that succeed follow most of the principles outlined here.

TO SEE OUR COMPLETE PRESENTATION on corporate advertising, please write on your business letterhead to: NEW YORK, Graham Phillips, 2 E. 48th St., New York, NY 10017, (212) 907-3400; CHICAGO, Bill Whitney, 200 E. Randolph, Chicago, IL 60601, (312) 861-1166; ATLANTA, Neill Cameron, 401 W. Peachtree N.E., Atlanta, GA 30308, (404) 588-1866; HOUSTON, Jim Hine, 1 Allen Center, Houston, TX 77002, (713) 659-6688; LOS ANGELES, Gerry Smith, 5900 Wilshire Blvd., Los Angeles, CA 90036, (213) 937-7900; SAN FRANCISCO, Alan Mooney, 735 Battery St., San Francisco, CA 94111, (415) 981-0950.

# Ogilvy & Mather

## Four Fallacies

MANAGEMENTS often wonder if it pays to address corporate advertising to the financial community. Here are four fallacies about this kind of advertising.

**Fallacy 1: A company with an aggressive advertising program gets known as a stock promoter.**

Competitive commission rates have made Wall Street lean and pressured. An intelligent investor-relations program, including advertising, can make it easier for analysts and brokers to do their jobs. They will appreciate it.

**Fallacy 2: The best policy is to let the record speak for itself.**

The record explains where you have been, not where you are going. To appraise a company sensibly, investors need to know why it should *continue* to prosper.

**Fallacy 3: A company loses credibility when earnings turn down.**

Declines in earnings or other bad news seldom hurt a company's credibility. Only *surprises* do that. A company that is forthright and accurate has little to fear.

**Fallacy 4: Open disclosure will help competitors.**

SEC requirements are increasingly demanding. Your competitors read your 10K and 10Q reports. It pays to give investors the same kind of useful information.

# What Ogilvy & Mather has just learned about the future of direct marketing.

Ogilvy & Mather Direct Response, Inc. has just completed a comprehensive study. Its purpose: to find out where direct marketing is headed in the 1980's. Here, in brief, are 8 things we've learned.

The 1970's were direct marketing's golden era. Growth was spectacular and many new companies entered the field.

Now the 1980's are almost here. Will the boom continue? Will growth level off—or fall off?

For the answers, Ogilvy & Mather Direct Response, Inc. recently conducted a major research project: we contacted more than 1,500 people nationwide and asked each one 113 questions.

As expected, some of what we learned confirmed what we already knew. Other information, however, was surprising, and revealed many new areas for potential sales and profits.

Here, in brief, is what we learned. If you would like a copy of our complete report, just mail us the attached card.

## 1. How many people buy through direct response and what they spend.

Nearly two out of three adults have purchased something by direct response within the last twelve months. A huge market, buying everything from magazines to completely equipped greenhouses.

The numbers get even more interesting when we look at how much they've spent. During the last year 42% of all adults spent less than \$100. While 23% spent more than \$100. In fact, the latter group accounts for 83% of our total direct marketing dollar volume.

*This means we're getting 83% of our business from just under one fourth of all adults!*

This is a vivid reminder of the importance of identifying and zeroing in on our best customers. It's also a dramatic illustration of our growth potential.

## 2. What kinds of products and services are they buying.

Here's a list of the top ten direct response categories by percentage of all adults buying during the last year:

1. Magazines ..... 54%
2. Books/book club memberships ..... 33
3. Shoes, clothing ..... 27
4. Records, tapes, cassettes ..... 23
5. Credit cards ..... 22
6. Seeds, plants, garden supplies ..... 20
7. Film, film developing ..... 18
8. Hobby or craft equipment, supplies ..... 14
9. Housewares ..... 10
10. Foods ..... 10

Two surprises: shoes and clothing finishing a strong third. And food with 10% of all buyers.

Two disappointments: Hunting, fishing and camping equipment came in fifteenth with a 6% market share. While sports equipment and supplies came in sixteenth, also with a 6% share. Are direct marketers getting enough business from these categories—considering the very broad interest in them, and with fishing the number one sport in America?

The first thing we learned from our 1,500 phone calls is that we're right to be bullish about direct marketing. It's a big business and it should grow even bigger.

Our research also looked for clues to the future. We wanted to know where to focus our efforts to continue our growth, even to speed it up.

## 3. What our customers would like to buy, but don't.

Our business has a substantial number of "sleepers"—people who would like to buy the products we offer but are either not being reached or are not sending in their orders.

These people represent unrealized potential. We found, for example, that an additional 6.7% of all adults would like to buy books by direct response, but don't. And the figure is 6.4% for collector's items.

We can see the significance of these figures by comparing them to the amount of all adults who prefer buying in the same category. We then find that "sleepers" make up 23% of all people who prefer buying books. And they represent 56% of those who prefer to buy collector's items.

*In other words, more than half the people who prefer to buy collector's items by direct response don't actually do it!*

## "Direct Response—my first love and secret weapon."



*"For forty years I have been a voice crying in the wilderness, trying to get my fellow advertising practitioners to take direct response seriously. Direct response was my first love. And later my secret weapon."*

*"I learned more about the realities of advertising from mail order advertisers than from anyone else. Long before our competitors, I started a Direct Response division in New York."*

*"Today, my first love has come into its own. We are on to a good thing."*

*David Ogilvy*

## 4. Product categories that offer us the greatest potential for growth.

Our research also allowed us to pinpoint those product areas that offer us the best possibilities for continued growth.

What we did was to compare the size of our total potential to the size of total actual buying by category. We defined total potential as the percentage of all adults who prefer buying by direct response, plus those who do not prefer to buy by direct response, but do so anyway.

The variations by product categories are enormous. The potential number of purchasers for shoes and clothing is only 9% larger than the number of people actually buying.

*However, for records and tapes our potential market is 21% larger than actual buyers. For sports equipment, 61%. And for collector's items an astonishing 96%.*

Huge profits await those who figure out how to take advantage of this potential.

Our research also suggests that we can increase growth by developing a deeper understanding of the differences among buyers.

We already know that different groups of people behave differently as consumers—according to age, income, the part of the country they live in and life-style. The remainder of our research helped give us some sharper insights into these differences.

## 5. How age and income affect what people buy.

We found large differences in direct marketing purchasing patterns between families with incomes over \$25,000 and those with incomes under \$25,000.

High income families are nearly three times as likely to buy home furnishings by direct response, and nearly twice as likely to buy sports equipment and food.

Age, too, is an important factor. People under 35 are more than twice as likely to buy home study programs by direct response, and nearly twice as likely to buy cosmetics and toiletries.

*These figures on age and income aren't surprising. But they do reconfirm the importance of knowing exactly who our prospects are.*

## 6. An important geography lesson.

We also found huge variations in what people buy by direct response according to the region they live in.

Westerners buy twice as much insurance as the rest of us. And they send away for twice as many vitamins and health products. Conversely, Northeasterners are more than twice as likely to buy film and film developing than Westerners.

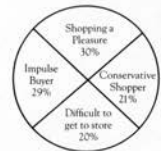
*The lesson: We should always find out where our best customers live before we seek their business.*

## 7. Life-styles—impulse buyers reign supreme.

Another valuable way to identify our best prospects is to know even more about their life-styles, or perhaps we should say, "shopping styles." In our research people tended to split up into four groups.

We arrived at our figures by giving the people we called sixteen different descriptions of buying habits—such as, "I try to compare prices before I buy" or "I like to buy from people who come to my home." We then asked them how well each description fit them.

Their responses were then put through what mathematicians call a "factor analysis" which revealed that the total population clustered into four distinct groups. All we did was to name them.



When we compared these groups to what they actually bought by direct response the results were, once again, astonishing. 35% of Difficult shoppers bought shoes and clothing against only 18% of Conservative shoppers. Meanwhile Impulse shoppers sent away for twice as many records and tapes—and three times as many collector's items—as did Conservative shoppers.

*Impulse shoppers also turned out to be our best customers. In the fifteen categories in which direct response sales are significant, the Impulse shopper ranks above average in nine categories!*

The potential value of life-style segmentation to direct marketing is immense. Imagine being able to screen people according to life-style before we send out our mailings!

## 8. How we can get people to buy even more by direct response.

We finished our survey by asking people what would get them to buy more through direct response. We then ranked their answers by percentage of all adults. The result: Of a list of fifteen answers, five of the top eight touched on trust in one way or another. While only one of the top eight concerned price.

By contrast, the bottom four answers had to do with more convenient methods of payment.

The answer is obvious: people are motivated most by a company's reputation, the credibility of its offer and the strength of its guarantee.

## Where do we go from here?

Though our research has revealed many profitable areas on which to focus our attention in the 1980's, three major points stand out.

Our growth patterns are healthy. Even if we stick to our knitting, they ought to carry us nicely into the future.

But if we want to grow faster, we'd better do a lot of digging into who our best prospects are, how they live, and where they live. We have to get to know them better.

And if we want to grow even faster than that, we have to get people to trust us even more than they do now.

## OGILVY & MATHER DIRECT RESPONSE, INC.

### Our Clients

All American Sports	Mystic Color Lab
American Express	Nationwide Insurance
Baller News	Nationwide Law Firm
Bonnier/Magazines	Numinter BV
Bowery Savings	Sears
Braun North America	TWA
Burpee	U.S. Census Bureau
Comex Commodities	U.S. Golf Association
Exchange	U.S. Trust
The Economist	VNU/Magazines
The Hertz Corporation	
Metropolitan Opera Guild	

Other Ogilvy & Mather Direct Response offices in Chicago, London, Frankfurt, Paris, Amsterdam, and Sydney.

Jerry Pickholtz, President, Ogilvy & Mather Direct Response, Inc., 675 Third Avenue, New York, New York 10017.

For a copy of our complete report, "A LOOK BEFORE WE LEAP INTO THE 1980's", mail the attached card.

If the card is missing, or you would like to know more about how Ogilvy & Mather Direct Response can help improve your company's sales and profits, write:



**Wanted by  
Ogilvy & Mather International**

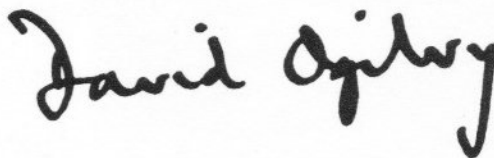
# **Trumpeter Swans**

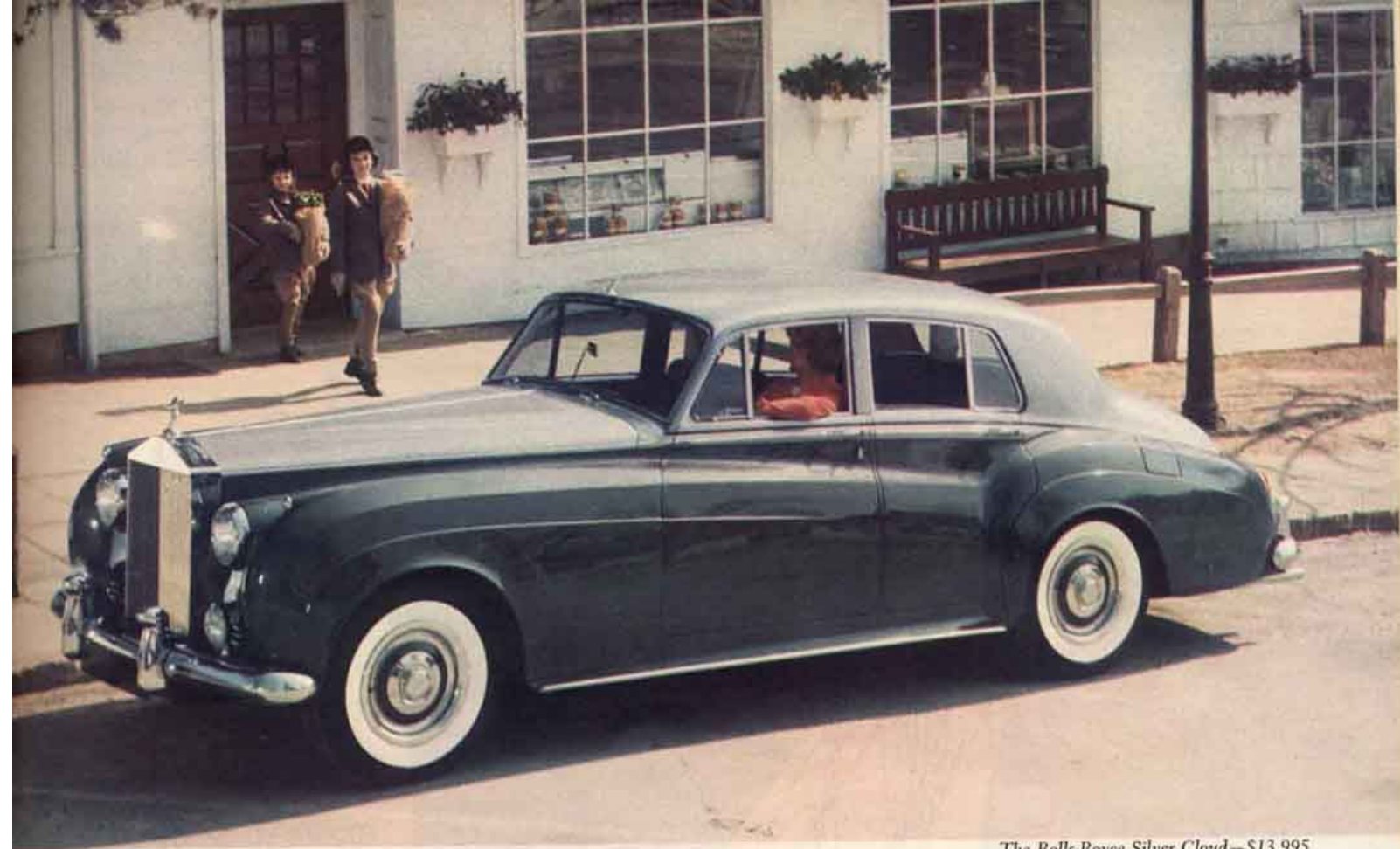
In my experience, there are five kinds  
of Creative Director:

1. Sound on strategy, dull on execution.
2. Good managers who don't make waves...and don't produce brilliant campaigns either.
3. Duds.
4. The genius who is a lousy leader.
5. **TRUMPETER SWANS**  
who combine personal genius with  
inspiring leadership.

We have an opening for one of these  
rare birds in one of our offices overseas.

Write in inviolable secrecy to me,  
David Ogilvy, Touffou, 86300 Bonnes,  
France.





The Rolls-Royce Silver Cloud—\$13,995

## “At 60 miles an hour the loudest noise in this new Rolls-Royce comes from the electric clock”

*What makes Rolls-Royce the best car in the world? “There is really no magic about it—it is merely patient attention to detail,” says an eminent Rolls-Royce engineer.*

1. “At 60 miles an hour the loudest noise comes from the electric clock,” reports the Technical Editor of *THE MOTOR*. Three mufflers tune out sound frequencies—acoustically.
2. Every Rolls-Royce engine is run for seven hours at full throttle before installation, and each car is test-driven for hundreds of miles over varying road surfaces.
3. The Rolls-Royce is designed as an *owner-driven* car. It is eighteen inches shorter than the largest domestic cars.
4. The car has power steering, power brakes and automatic gear-shift. It is very easy to drive and to park. No chauffeur required.
5. The finished car spends a week in the final test-shop, being fine-tuned. Here it is subjected to 98 separate ordeals. For example, the engineers use a *stethoscope* to listen for axle-whine.
6. The Rolls-Royce is guaranteed for *three*

*years*. With a new network of dealers and parts-depots from Coast to Coast, service is no problem.

7. The Rolls-Royce radiator has never changed, except that when Sir Henry Royce died in 1933 the monogram RR was changed from red to black.
8. The coachwork is given five coats of primer paint, and hand rubbed between each coat, before *nine* coats of finishing paint go on.
9. By moving a switch on the steering column, you can adjust the shock-absorbers to suit road conditions.
10. A picnic table, veneered in French walnut, slides out from under the dash. Two more swing out behind the front seats.
11. You can get such optional extras as an Espresso coffee-making machine, a dictating machine, a bed, hot and cold water for washing, an electric razor or a telephone.

12. There are three separate systems of power brakes, two hydraulic and one mechanical. Damage to one system will not affect the others. The Rolls-Royce is a very *safe* car—and also a very *lively* car. It cruises serenely at eighty-five. Top speed is in excess of 100 m.p.h.

13. The Bentley is made by Rolls-Royce. Except for the radiators, they are identical motor cars, manufactured by the same engineers in the same works. People who feel diffident about driving a Rolls-Royce can buy a Bentley.

**PRICE.** The Rolls-Royce illustrated in this advertisement—f.o.b. principal ports of entry—costs **\$13,995**.

If you would like the rewarding experience of driving a Rolls-Royce or Bentley, write or telephone to one of the dealers listed on the opposite page.

Rolls-Royce Inc., 10 Rockefeller Plaza, New York 20, N. Y., Circle 5-1144.



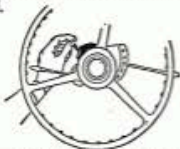
The Rolls-Royce Silver Cloud II—\$14,895 P.O.E.

## You can adjust the shock absorbers to the changing road by flicking a switch on the new Rolls-Royce and Bentley

A brain-box that is polished with ground oat husks; cadmium-plated cotter pins; a walnut-trimmed interior that unites utter silence with the luxurious smell of leather—such are the tremendous trifles that make the Rolls-Royce so coveted at \$14,895. Guaranteed for three years—12 times as long as most domestic cars.

**T**HE Rolls-Royce and its fraternal twin, the Bentley, are designed for people who are determined to live well while in transit. There are few reasonable desires which the owner cannot satisfy by pressing a button, pulling a lever, or flicking a switch.

For example, if the road surface is not to your liking, you can, in effect, change it. A switch on the steering column lets you adjust the shock absorbers to suit driving conditions. You harden or soften the ride at will.



"Rough roads pass almost unnoticed," writes Gordon Wilkins, motoring correspondent of *The Observer*, "for they neither shock the occupants nor assail their ears with drumming noises."

If the noise from other cars distresses you, you can close the windows and still get fresh air through an efficient ventilating system. Within your Rolls-Royce, blessed silence reigns. You can converse in discreet whispers.

Three walnut picnic tables are among the graces of



the Rolls-Royce and Bentley. One slides out from the dash—an ideal place for a road map. Two others fold down behind the front seats. They make fine work

surfaces upon which the children can rest their coloring books to keep them quietly amused on long trips.

The rake of the front seats is individually adjustable. The driver can sit erect for a commanding view



of the road while his companion reclines. Each has his own set of arm-rests which adjust to suit his fancy.

The seats are as cozy as club chairs. You nestle into them. They are covered with the same English leather used on seats in the House of Commons. Eight hides are used—enough to make 128 pairs of shoes.



There are two illuminated vanity mirrors in niches in the rear quarters of the Rolls-Royce. Ladies may thus perfect their make-up in privacy before leaving the car.

Much of the interior is surfaced with French walnut which has been hand-polished by English craftsmen. Notes are made on the hue and burl of the walnut used in each car, and are filed under your serial number. If a portion of the wood should ever be damaged, it can be matched flawlessly in grain and finish.



Here you see the rear window defroster. Or, rather, you do not see it. It consists of a heating element of 1,360 nearly invisible wires moulded into the glass—wires finer than a human hair. At the flick of a switch, mist and frost are cleared electrically.

The gas tank cannot be opened without the driver's consent. You unlock it electrically from a button on the dash. And you should never run out of gas. A green light on the instrument panel starts winking when your supply dwindles to the last three gallons.

Your luggage rides here in carpeted seclusion. It can never be soiled by the spare wheel, which occupies a separate compartment under the luggage. You can test the air pressure in the spare through a special port without removing the tire.



Under a hatch in the wheel compartment you will find an assortment of cadmium-plated tools and replacement bulbs. They rest in a fitted case of sponge rubber—further evidence of Rolls-Royce's obsession with peace and quiet.

Corrosion is held at bay by a plating of chromium

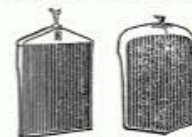
or cadmium on every nut, bolt, washer and cotter pin. Even the tail pipe is chromed.

A dictating machine, an Espresso coffee maker, an electric razor, a bed, a telephone, and water for washing are available as optional extra conveniences.

The basic convenience of the Rolls-Royce is, of course, its magnificent riding qualities. Even at 100 m.p.h. (laws permitting) you have a feeling of sublime safety. Yet the 4700-pound car is delicately maneuverable.

The power-assisted steering is, according to Robert Glenton in the *Sunday Express*, "as delicate as the plop of a pearl into a glass of champagne. . . ." The power brakes will halt the car squarely from 100 m.p.h. without a tremor. And there are three independent brake linkages—two hydraulic and one mechanical. In the unlikely event that one linkage should fail, the others automatically keep the car under perfect control.

Here you see the only difference between the Rolls-Royce and the Bentley—their radiator design. In all



other respects they are identical motor cars. The Bentley costs \$300 less because its radiator is simpler to make.

If you desire the rewarding experience of driving a Rolls-Royce or a Bentley, write Rolls-Royce Inc., 30 Rockefeller Plaza, New York 20, Circle 5-1144, or telephone to one of the dealers you will find listed on the adjacent page.

See the Rolls-Royce and Bentley at Stand 13, International Automobile Show, New York Coliseum, April 16-24

COLLECTED BY COPYLEGENDS.COM



The Rolls-Royce Silver Cloud II—\$15,655 P.O.E. (Delivery costs slightly higher in Alaska and Hawaii.)

## Teazles, entasis and other tremendous trifles make the Rolls-Royce a bargain at \$15,655

"Anyone having the slightest knowledge of what it costs to build a car with this kind of finish and workmanship...will wonder why the price isn't much higher," writes ROAD & TRACK

**T**ODAY'S Rolls-Royce is the outcome of fifty-seven years of deliberation. Every part has engineering thought behind it.

1. Consider the roof lining. It is made of West of England cloth. The nap of this fabric is raised by rubbing with *teazles*, a thistle-like flower grown in Somerset. A West Country mill will use 800,000 teazles a year, costing from £2,000 to £3,000. They will not use wire combs because these produce a less luxurious nap.

2. The radiator shell is handmade of stainless steel. *Every surface is imperceptibly curved.* The ancient Greeks used this principle, which they called *entasis*, when they made the sides of their temple columns slightly convex. The result to the eye is one of geometric perfection.

3. The chassis frame is made of hollow steel members welded together so perfectly that *air is pumped out and the main frame becomes a sealed vacuum.* Thus no moisture can accumulate within the frame to cause corrosion.

4. Engineering test procedures are fantastically thorough. Doors are tested for 100,000 slammings. And the car must pass a "monsoon test," during which it is pelted by water and air at gale force. Not a drop may come through.

5. Inspectors at Rolls-Royce have the ears of trained musicians and can detect sounds inaudible to the layman. They listen for *titter, sing, moan, groan* and *boom*. Any false note sends the car back for further tuning. The Rolls-Royce people make a fetish of silence—because noise may mean wear.

6. Five years were spent developing the new eight-cylinder engine. Its vigor is gratifying. You accelerate from zero to 60 miles an hour in 11.4 seconds. (ROAD & TRACK test report.)

7. There are *three* braking systems and *two* fuel pumps. Rolls-Royce insists on a belt-and-suspenders policy where safety is concerned.

8. The Rolls-Royce is a very easy car to

drive and to park. Power brakes, power steering and automatic gearshift are *standard*. You sit higher, and you see better. The sense of security is remarkable. Even at 100 m.p.h. (laws permitting) you have a feeling of perfect control. Women handle the car with ease.

9. The Rolls-Royce Silver Cloud II costs \$15,655. The Bentley—an identical car except for its radiator—costs \$300 less. Many owners feel that both cars are in the flush of youth after 50,000 miles. And they are not threatened by annual style changes that make the car look old hat. Only an expert can tell whether your Rolls-Royce was bought yesterday or five years ago.

10. If you would like to try driving a Rolls-Royce or Bentley, get in touch with one of the dealers listed on page 66. Or write to Mr. Norman C. Miller, Executive Vice President, Rolls-Royce, Inc., Room 468, 45 Rockefeller Plaza, New York 20, N. Y.

## ANNOUNCING

# The worst-kept secret in the history of Rolls-Royce and Bentley cars: A new eight cylinder aluminium engine

Remarkable new 6,230 c.c. power unit is guaranteed for three years—twelve times longer than most American cars. Accelerates brilliantly even at high speeds—but is “so well-mannered that it never joins in the conversation.”



**PR** The compact new Rolls-Royce eight cylinder engine is even more powerful than the previous six cylinder engine. But, because it is made of aluminium, it weighs less. Writes John Bolster in AUTOSPORT: “The eight is appreciably faster than the six, has much greater acceleration in the upper ranges, and is so well-mannered that it never joins in the conversation. It is normal to travel with the windows closed, for one is less conscious of the grinding and clattering of other cars that one overtakes.”

**No guinea pigs**  
The Rolls-Royce engineers and designers do not use the public as guinea pigs. They test every single engine for seven hours at full throttle. Your finished Rolls-Royce spends a week in the final test-shop, being fine-tuned. It is also test-driven over winding English roads by an engineer whose checklist contains 123 separate items, and then turned over to the Chief Test Driver for final testing.

When you buy a Rolls-Royce or Bentley, the running-in has already been done—by the people at Rolls-Royce. You can drive it at top speed on your first day.

**A safe car**  
You have an extraordinary feeling of safety when driving a Rolls-Royce or Bentley. You can apply the brakes with full force even at 110 m.p.h., and the car pulls up squarely. There is no

tendency to fade, or pull to one side. The car has three independent brake systems—two hydraulic and one mechanical—as well as a mechanical hand brake. “If it had no other great qualities,” reports the Motoring Correspondent of THE OSTRIVAN, “the brakes of the Rolls-Royce would set it apart from cars of comparable size and performance built in any other country today.” The power-assisted steering is responsive and exact. You can feel the road. You can adjust the shock absorbers electrically, from the driver’s seat—to suit the road surface and the load you are carrying.

**What is a Bentley?**  
Rolls-Royce has been manufacturing the Bentley since 1931. Today, the Rolls-Royce and Bentley models illustrated in this advertisement are identical motor cars—except for their radiator shells. “The latest Bentley model,” writes the Editor of AUTOCAR, “offers a degree of safety, comfort and performance that is beyond the experience and perhaps even the imagination of the majority of the world’s motorists.” The Rolls-Royce and Bentley models illustrated on this page are designed to be driven by their owners—no chauffeur required. They are eighteen inches shorter than the largest American cars, and notably easy to park.

**Largest Rolls-Royce ever made**  
There are now nine other models of

Rolls-Royce and Bentley, including convertibles and the new seven-passenger Rolls-Royce PHANTOM V—the largest motor car ever made by Rolls-Royce (just under twenty feet). The lavishness of space in the PHANTOM V is likely to attract motorists who have grown weary of bending double to squeeze into low-slung automobiles. It will also appeal to Heads of State for ceremonial use, to corporations, and to large families.

**Why buy a Rolls-Royce?**  
The price of a new Rolls-Royce Silver Cloud II is \$14,895. Before you decide that this is more than you can afford to invest, consider the following arithmetic:

1. Annual depreciation is low and you can keep your Rolls-Royce or Bentley for years if you choose.
  2. A Rolls-Royce never becomes out of style. You are assured of a continuity of styling that protects your investment.
  3. Every Rolls-Royce and Bentley engine and chassis is guaranteed for three years—twelve times as long as most American cars.
  4. You can pay by installments over one, two, or three years. One bank allows six years.
- If you would like more information, write Rolls-Royce, 30 Rockefeller Plaza, New York 20. If you would like to try driving a Rolls-Royce or Bentley, get in touch with one of the dealers listed on page 100.

◀ FOREGROUND: THE ROLLS-ROYCE SILVER CLOUD II—\$14,895. BACKGROUND: THE BENTLEY 9-2—\$14,595. PRICES AT PORT OF ENTRY.

# ANNOUNCING

## The worst-kept secret in the history of Rolls-Royce and Bentley cars: A new eight cylinder aluminium engine

Remarkable new 6,230 c.c. power unit is guaranteed for three years—twelve times longer than most American cars. Accelerates brilliantly even at high speeds—but is "so well-mannered that it never joins in the conversation."



The compact new Rolls-Royce eight cylinder engine is even more powerful than the previous six cylinder engine. But, because it is made of modern new aluminium alloy, it weighs less!

Writes John Bolster in AUTOSPOT: "The eight is appreciably faster than the six, has much greater acceleration in the upper ranges, and is so well-mannered that it never joins in the conversation. It is normal to travel with the windows closed, for one is less conscious of the grinding and clattering of other cars that one overtakes."

### No guinea pigs

The Rolls-Royce engineers and designers do not use the public as guinea pigs. They test every single engine for seven hours at full throttle.

Your finished Rolls-Royce spends a week in the final test-shop, being fine-tuned. It is

also test-driven over winding English roads by an engineer whose checklist contains 123 separate items, and then turned over to the Chief Test Driver for final testing.

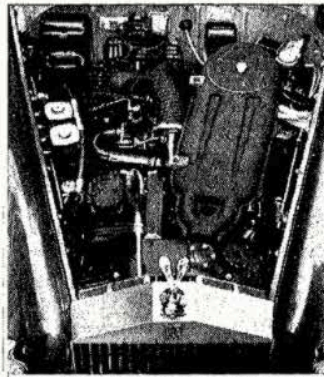
When you buy a Rolls-Royce or Bentley, the running-in has already been done at Rolls-Royce. You can drive it at top speed on your first day.

### A safe car

You have an extraordinary feeling of safety when driving a Rolls-Royce or Bentley. You can apply the brakes with full force at 110 m.p.h. and the car pulls up squarely. There is no tendency to fade, or pull to one side.

The car has three independent brake systems—two hydraulic and one mechanical—as well as a mechanical hand brake.

"If it had no other great qualities," reports the Motoring Correspondent of THE OBSERVER,



The new Rolls-Royce engine is made of aluminium alloy with a capacity of 6230 c.c. and an 8:1 compression ratio. It has wet-sleeve cylinders and twin carburetors.

"the brakes of the Rolls-Royce would set it apart from cars of comparable size and performance built in any other country today."

The power-assisted steering is responsive and exact.

You can feel the road. You can adjust the shock absorbers electrically, from the driver's seat—to suit your speed, the type of road

surface, and the load you are carrying.

### What is a Bentley?

Rolls-Royce has been manufacturing the Bentley since 1931. Today, the Rolls-Royce and Bentley models illustrated in this advertisement are identical motor cars—except for their radiators.

"The latest Bentley model," writes the Editor of AUTOCAR, "offers a degree of safety, comfort and performance that is beyond the experience and perhaps even the imagination of the majority of the world's motorists."

The Rolls-Royce and Bentley models illustrated on this page are designed to be driven by their owners—no chauffeur required. They are eighteen inches shorter than the largest American cars, and notably easy to park.

### Largest Rolls-Royce ever made

There are now nine other models of Rolls-Royce and Bentley, including convertibles and the new seven-passenger Rolls-Royce PHANTOM V—the largest motor car ever made by Rolls-Royce (just under twenty feet).

The lavishness of space in the PHANTOM V is likely to attract motorists who have grown

weary of bending double to squeeze into low-slung automobiles. It will also appeal to Heads of State for ceremonial use, to corporations, and to large families.

### Why buy a Rolls-Royce?

The price of a new Rolls-Royce Silver Cloud II is \$14,895. Before you decide that this is more than you can afford to invest, consider the following arithmetic:

1. Annual depreciation is low and you can keep your Rolls-Royce or Bentley for years if you choose.
2. A Rolls-Royce never becomes out of style. You are assured of a continuity of styling that protects your investment.
3. Every Rolls-Royce and Bentley engine and chassis is guaranteed for three years—twelve times as long as most American cars.
4. You can pay by installments over one, two, or three years. One bank allows six years.

If you would like to drive a new Rolls-Royce or Bentley, get in touch with our dealer. You will find his name at the bottom of this page. Rolls-Royce Inc., 30 Rockefeller Plaza, New York 20, N. Y.



The Bentley S-2—\$14,595, P.O.E.

See the Rolls-Royce Silver Cloud at the Chicago Automobile Show

Authorized Rolls-Royce Dealers

PETER G. MALONE, Inc.  
200 North Northwest Highway, Park Ridge

TA 3-3192

IMPERIAL MOTORS, Inc.  
725 Green Bay Road, Wilmette

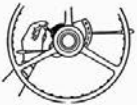
AL 5-0606

# A guide to Rolls-Royce comforts and graces

The Best Car in the World eschews useless gadgetry. It does, however, minister royally to a civilized taste for creature comforts.

THE Rolls-Royce and its fraternal twin, the Bentley, are designed for people who are determined to live well while in transit. There are few reasonable desires which the owner cannot satisfy by pressing a button, pulling a lever, or flicking a switch.

For example, if the road surface is not to your liking, you can, in effect, change it. A switch on the steering



column lets you adjust the shock absorbers to suit driving conditions. You harden or soften the ride at will.

"Rough roads pass almost unnoticed," writes Gordon Wilkins, motoring correspondent of *The Observer*, "for they neither shock the occupants nor assail their ears with drumming noises."

If the noise from other cars distresses you, you can close the windows and still get fresh air through an efficient ventilating system. Within your Rolls-Royce, blessed silence reigns. You can converse in discreet whispers.

Three walnut picnic tables are among the graces of the Rolls-Royce



and Bentley. One slides out from the dash—an ideal place for a road map. Two others fold down behind the front seats. They make fine work surfaces upon which the children can rest their coloring books to keep them quietly amused on long trips.

The rake of the front seats is individually adjustable. The driver can sit erect for a commanding view of the road while his companion reclines. Each has his own set of arm-rests which adjust to suit his fancy.

The seats are as cozy as club chairs. You nestle into them. They are cov-



ered with the same English leather used on seats in the House of Commons. Eight hides are used—enough to make 128 pairs of shoes.

There are two illuminated vanity mirrors in niches in the rear quarters of the Rolls-Royce. Ladies may thus



perfect their make-up in privacy before leaving the car.

Here you see the rear window defroster. Or, rather, you do not see it. It consists of a heating element of 1,360 nearly invisible wires moulded



into the glass—wires finer than a human hair. At the flick of a switch, mist and frost are cleared electrically.

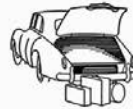
Much of the interior is surfaced with French walnut which has been hand-polished by English craftsmen. Notes are made on the hue and burl of the walnut used in each car, and are filed under your serial number. If a portion of the wood should ever be damaged, it can be matched flawlessly in grain and finish.



The Rolls-Royce Silver Cloud II—\$14,895 P.O.E.

The gas tank cannot be opened without the driver's consent. You unlock it electrically from a button on the dash. And you should never run out of gas. A green light on the instrument panel starts winking when your supply dwindles to the last three gallons.

Your luggage rides here in carpeted seclusion. It can never be soiled by the spare wheel, which occupies a separate



compartment under the luggage. You can test the air pressure in the spare through a special port without removing the tire.

Under a hatch in the wheel compartment you will find an assortment of cadmium-plated tools and replace-

ment bulbs. They rest in a fitted case of sponge rubber—further evidence of Rolls-Royce's obsession with peace and quiet.

Corrosion is held at bay by a plating of chromium or cadmium on every nut, bolt, washer and cotter pin. Even the tail pipe is chromed.

A dictating machine, an Espresso coffee maker, an electric razor, a bed, a telephone, and water for washing are available as optional extra conveniences.

The basic convenience of the Rolls-Royce is, of course, its magnificent riding qualities. Even at 100 m.p.h. (laws permitting) you have a feeling of sublime safety. Yet the 4700-pound car is delicately maneuverable.

The power-assisted steering is, according to Robert Glenton in the *Sunday Express*, "as delicate as the plip of a pearl into a glass of champagne..." The power brakes will halt the car squarely from 100 m.p.h. with-

out a tremor. And there are three independent brake linkages—two hydraulic and one mechanical. In the unlikely event that one linkage should fail, the others automatically keep the car under perfect control.



Here you see the only difference between the Rolls-Royce and the Bentley—their radiator design. In all other respects they are identical motor cars. The Bentley costs \$300 less because its radiator is simpler to make.

If you desire the rewarding experience of driving a Rolls-Royce or Bentley, write Rolls-Royce, 30 Rockefeller Plaza, New York 20, Circle 5-1144, or telephone to one of the dealers listed on page 00.



## The new Rolls-Royce is designed to be owner-driven. No chauffeur required.

The Rolls-Royce is eighteen inches shorter than the largest domestic cars. With power steering, power brakes and an automatic gear-shift, it is very easy to drive and park.

WHAT makes Rolls-Royce the best car in the world?

"There is really no magic about it," says an eminent Rolls-Royce engineer. "It is merely patient attention to detail." Such details as these:

1. Every Rolls-Royce engine is run for seven hours at full throttle before installation, and each car is test-driven for hundreds of miles over varying road surfaces.
2. The coachwork is given five coats of primer paint, and hand rubbed between each coat, before fourteen coats of finishing paint go on.
3. The Rolls-Royce is guaranteed for three years. With a new network of dealers and parts depots from Coast to Coast, service is no problem.
4. There is no metal-to-metal contact between the body of the car and the chassis frame—except for the speedometer drive. The entire body is insulated and under-sealed.
5. "At 60 miles an hour the loudest noise comes from the electric clock," reports the Technical Editor of *THE MOTOR*. The silence of the engine is uncanny. Three mufflers tune out sound frequencies—acoustically.
6. The finished car spends a week in the final test-shop, being fine-tuned. Here it is subjected to 98 separate ordeals. For example, the engineers use a stethoscope to listen for axle-whine.
7. The Rolls-Royce radiator has never changed, except that when Sir Henry Royce died in 1933 the monogram RR was changed from red to black.
8. By moving a switch on the steering column, you can adjust the shock-absorbers to suit road conditions. (The

lack of fatigue in driving this car is remarkable.)

9. Another switch defrosts the rear window, by heating a network of 1360 invisible wires in the glass. There are two separate ventilating systems, so that you can ride in comfort and silence with all the windows closed. Air conditioning is optional.

10. The seats are upholstered with eight hides of English leather—enough to make 128 pairs of soft shoes.

11. A picnic table, veneered in French walnut, slides out from under the dash. Two more swing out behind the front seats. The backrests on the front seats are individually adjustable.

12. You can get such optional extras as an Espresso coffee-making machine, a dictating machine, a bed, hot and

cold water for washing, an electric razor or a telephone.

13. You can lubricate the entire chassis by simply pushing a pedal from the driver's seat. A gauge on the dash shows the level of oil in the crankcase.

14. Gasoline consumption is remarkably low and there is no need to use premium gas; a happy economy.

15. There are two separate systems of power brakes, hydraulic and mechanical. The Rolls-Royce is a very safe car—and also a very lively car. It cruises serenely at eighty-five. Top speed is in excess of 100 m.p.h.



ROLLS-ROYCE AND BENTLEY

### Jet Engines and the Future

Certain airlines have chosen Rolls-Royce turbo-jets for their Boeing 707's and Douglas DCS's. Rolls-Royce prop-jets are in the Vickers Viscount, the Fairchild F.27 and the Grumman Gulfstream.

Rolls-Royce engines power more than half the turbo-jet and prop-jet airliners supplied to or on order for world airlines.

Rolls-Royce now employ 42,000 people and the company's engineering experience does not stop at motor cars and jet engines. There are Rolls-Royce diesel and gasoline engines for many other applications.

The huge research and development resources of the company are now at work on many projects for the future, including nuclear and rocket propulsion.

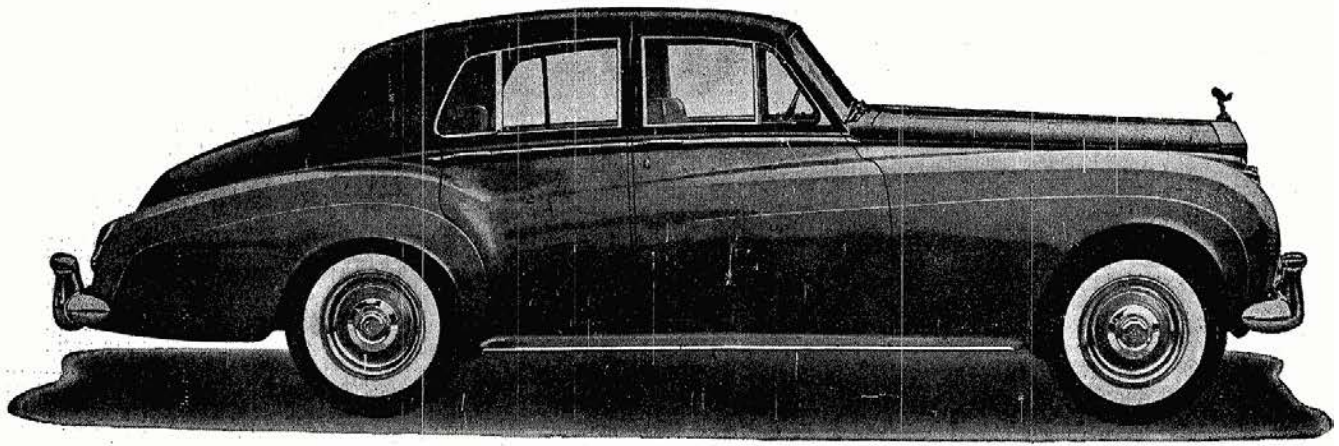
16. Rolls-Royce engineers make periodic visits to inspect owners' motor cars and advise on service.

17. The Bentley is made by Rolls-Royce. Except for the radiators, they are identical motor cars, manufactured by the same engineers in the same works. The Bentley costs \$300 less, because its radiator is simpler to make. People who feel diffident about driving a Rolls-Royce, can buy a Bentley.

**PRICE.** The Rolls-Royce illustrated in this advertisement—f.o.b. principal ports of entry—costs \$13,350.

If you would like the rewarding experience of driving a Rolls-Royce or Bentley, write or telephone to one of the dealers listed on page 102. Rolls-Royce, Inc., 10 Rockefeller Plaza, New York 20, Circle 5-1144.





# What's under the bonnet of a Rolls-Royce?

An engine that has been run at full throttle for 7 hours before installation, acoustical mufflers that tune out sound frequencies, shock-absorbers that you can adjust from the driver's seat—these and a thousand other engineering refinements add up to a precision instrument that cruises gracefully at 90 m.p.h., costs \$13,995, and never becomes obsolete.

What makes Rolls-Royce the best car in the world? "There is really no magic about it—it is merely patient attention to detail," says an eminent Rolls-Royce engineer.

Today, one of the most remarkable examples of this perfectionism can be found in the department at Rolls-Royce which makes the automatic gearboxes.

The brain-box, which selects the gears, is first bored to an accuracy of 1/4000th of an inch, which is normal at Rolls-Royce. It is then blasted by particles of ground coconut shell, under air pressure. The resulting mirror-smooth surface is then fine-bored with ground *owl-husks*.

Ordinary mineral abrasives are never used—they would be too harsh.

#### How they test your car

Testing procedures at Rolls-Royce are fantastically thorough.

For example, every engine is run for eight hours on a test bed—thirty minutes idling, thirty minutes at normal revolutions, and seven hours at full throttle.

On removal from the test bed, one engine in twenty is stripped down to the last bolt. It is then laid out on a table and examined with microscopes.

If any component has faltered, every engine in the entire batch of twenty is taken out of production, stripped down, and then individually examined.

#### Ninety-eight ordeals

Your finished Rolls-Royce spends at least a week in the final test-shop being fine-tuned. Here it is subjected to ninety-eight separate ordeals.

If, for example, the gears on the rear axle are audible through a stethoscope, the entire rear axle is removed.

The finished car is test-driven over hundreds of miles of winding English roads, before delivery to you.

#### Fourteen coats of paint

The coachwork is given five coats of primer paint, and hand rubbed between each coat, before nine coats of color paint are applied and hand finished.

The radiator shells are made entirely by hand—in burnished stainless steel. Not a single surface on the radiator is flat. Its surfaces are bowed to an infinitely slight degree, on the same theory whereby the ancient

Greeks made the outer edges of their temple columns slightly convex. In this way the design, viewed as a whole, appears geometrically correct.

This radiator has never changed, except that when Sir Henry Royce died in 1933, the famous monogram RR was changed from red to black.

#### Seats in the House of Commons

In upholstering the seats, Rolls-Royce used the same English leather used on the seats in the House of Commons.

Eight full hides—enough to make 128 pairs of shoes—are selected from thirty or more to obtain perfect matching for color, texture, thickness and grain.

Once the hides have been selected for your car, a label containing your serial number is attached to each. The complete process of stitching, filling and covering the seats, squabs and door panels is then handled by one team of craftsmen.

#### What's a Rolls-Royce like to drive?

First and foremost, Rolls-Royce is the most controllable of cars. You can cruise at very high speeds with a feeling of sublime safety.

The power-assisted steering is responsive and exact—"the best in any car," reports ROAD & TRACK. You can really feel the road.

The driver sits slightly higher up than in ordinary cars. This gives you an exceptionally clear view of the road—including both front fenders.

#### Stop squarely at 100 m.p.h.

The power-assisted brakes are steady—you can apply them with full force at 100 m.p.h. and the car pulls up squarely, without any tendency to fade, or pull to one side. Only a light pedal pressure is needed.

There are three independent systems of brakes on a Rolls-Royce—two hydraulic systems, and a mechanical system to the rear wheels, as well as mechanical hand braking.

For absolute safety, the hydraulic brake systems are designed so that damage to one will not affect the other.

If it had no other great qualities, the brakes of the Rolls-Royce would set it apart

from cars of comparable size and performance built in any other country today," writes the Motoring Correspondent of THE OBSERVER. "A light pressure brings the powerful gearbox-driven servo into action and speed is simply dissolved away, silently and without a tremor."

You can drive long distances with amazing lack of fatigue. This is the result of many factors. Sensitive steering and smooth brakes. Good springing—not too soft, so you never get seckish. By moving a switch on the steering column, you can adjust the shock absorbers to suit road conditions.

Another switch defrosts the rear window by heating an invisible network of 1360 steel wires in the glass. There are two separate ventilating systems, and air-conditioning is available so that you can ride in comfort with all the windows closed.

#### The loudest noise comes from the electric clock

The silence of a Rolls-Royce comes from mechanical perfection. Three mufflers tune out sound frequencies—acoustically.

The silence in a Rolls-Royce is unnamable. "At 60 miles an hour the loudest noise comes from the electric clock," reports the Technical Editor of THE MORNING.

The car weighs 4780 pounds. But it is delicately maneuverable, and its great reserves of power are instantly available in an emergency. Acceleration is lively—a smooth, silent, inexorable surge that takes you from 0 to 60 m.p.h. in 11.6 seconds.

#### You don't need a chauffeur

This new Rolls-Royce is designed as an owner-driven car. It is eighteen inches shorter than the largest domestic cars. It is easier to park.

There is an element of simplicity about the appearance of the car which, says AUTO-SHOW, "makes almost any other car seem cheap and tawdry by comparison."

For example, the instruments on the dashboard. Instead of looking like a jukebox, they are austere white-on-black, with legible calibrations. And they are accurate. One instrument even tells you the level of oil in the crankcase.

There is a picnic table venerated in French walnut that slides out from under the dash. Two more swing out behind the front seats.

The backrests on the front seats are individually adjustable.

There is a light for map reading under

the dashboard, and individual lights beside each back seat which the occupants can use without disturbing the driver. There is a warning light on the dashboard which starts flashing when your gas tank gets down to its last three gallons.

You can lubricate the entire chassis while the car is in motion, by simply depressing a pedal from the driver's seat.

Every nut and bolt, every better pin and washer in your Rolls-Royce is chromium or cadmium plated to guard against corrosion. Even the tail pipe of the exhaust system is chromium plated.

The luggage compartment holds two two-suitcase suitcases, three medium-size suitcases and two overnight bags—enough for a party of four on a drive from coast to coast.

You can also get an Espresso coffee-making machine, a dictating machine, a bed, hot and cold water for washing, an electric saw, and a telephone.

#### Vettura di Signor Churchill?

The psychological overtones of a Rolls-Royce are not to be denied.

"The unfeigned awe and admiration which the car excites everywhere is gratifying and sometimes moving," reports Gordon Wilkins in THE OBSERVER. "In Milan an old workman in faded blue overalls inspected my car with shining eyes, then removed his cap and said, 'Scusi, Signore. E la vettura di Signor Churchill?'"

And there is, above all, a profound satisfaction in handling such an exquisite piece of machinery.

#### What about service?

Some people hesitate to buy a Rolls-Royce because they have misgivings about service. Rolls-Royce service is a good deal better than the service on most ordinary cars.

There is now a coast-to-coast network of dealers and parts-depots. Rolls-Royce headquarters in New York will fly spare parts to any point in the United States.

A man we know reports that a buzzard flew through his windshield in Texas recently—at 80 miles an hour. His Texas dealer had a new windshield flown in. Our man was back on the road the next day.

The Rolls-Royce people retain a fatherly interest in every car they make.

They make continuous engineering improvements, and these improvements are introduced as soon as they have been per-

fectured, without waiting for a new model. Sometimes the improvements are introduced reactively. In such cases the new part is sent to all dealers and installed in your car without charge to you.

#### How expensive is a Rolls-Royce?

The price of a new Rolls-Royce is \$13,995. Before you decide that this is more than you can afford to invest, consider the following:

1. You can pay by installments over one, two or three years. We have heard of a bank in Chicago which allows you to spread payments over six years. And an increasing number of corporations are buying Rolls-Royce cars for their senior executives.
2. Annual depreciation is low and you will keep your Rolls-Royce for a long time—the average is eleven years.
3. A Rolls-Royce never becomes obsolete. You are assured of a continuity of styling that protects your investment. The styling of the Rolls-Royce, year after year, is always clean, graceful and functional—never outlandish.
4. Most new cars are guaranteed for 90 days only. Every Rolls-Royce engine and chassis is fully guaranteed for three years.
5. Most cars of today cost five or six times as much as they did twenty years ago. The new Rolls-Royce Silver Cloud costs the same as the Phantom III of twenty years ago. In terms of real dollars, the Rolls-Royce is an even better value than it used to be.



#### What's the difference between Rolls-Royce and Bentley?

The Bentley is made by Rolls-Royce. Except for the radiators, they are identical motor cars, manufactured by the same engineers in the same works.

People who feel diffident about driving a Rolls-Royce can buy a Bentley.

The Editor of THE AUTOCAR has this to say about the Bentley: "The latest Bentley model offers a degree of safety, comfort and performance that is beyond the experience and perhaps even the imagination of the majority of the world's motorists."

If you would like to drive a Rolls-Royce or Bentley, get in touch with our dealer. You will find his name at the bottom of this page. Rolls-Royce Inc., 30 Rockefeller Plaza, New York 20, N. Y.

See the Rolls-Royce Silver Cloud at the Chicago International Trade Fair

Authorized Rolls-Royce Dealers

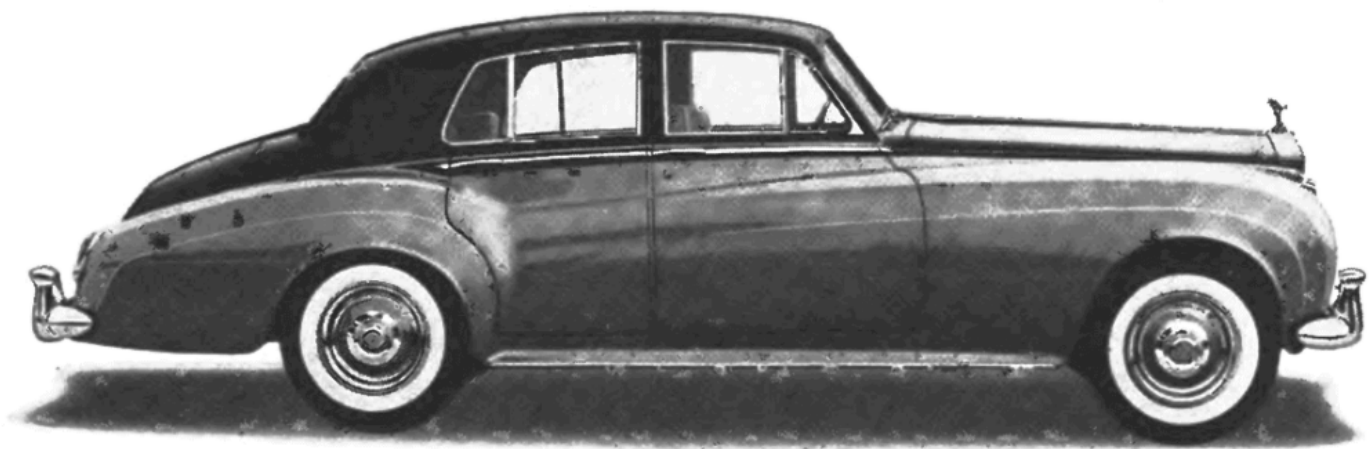
PETER G. MALONE, Inc.

IMPERIAL MOTORS, Inc.

200 North Northwest Highway, Park Ridge

121 Green Bay Road, Wilmette

REGISTERED BY COPYLEGENDS.COM



*"At 60 m.p.h. the loudest noise comes from the electric clock."*

## What's under the bonnet of a Rolls-Royce?

---

An engine that has been run at full throttle for 7 hours before installation, three acoustical mufflers that tune out sound frequencies, shock-absorbers that you can adjust from the driver's seat—these and a thousand other engineering refinements all add up to a precision instrument that cruises gracefully at 90 m. p. h., costs \$13,995, and never becomes obsolete.

---

**W**HAT makes Rolls-Royce the best car in the world? "There is really no magic about it—it is merely patient attention to detail," says an eminent Rolls-Royce engineer.

Today, one of the most remarkable examples of this perfectionism can be found in the department at Rolls-Royce which makes the automatic gearboxes.

The brain-box, which selects the gears, is first bored to an accuracy of 1/4000th of an inch, which is normal at Rolls-Royce. It is then blasted by particles of ground *coconut* shell, under air pressure. The resulting mirror-smooth surface is then fine-bored with ground *oat-husks*. Ordinary mineral

abrasives are never used—they would be too harsh.

### **How they test your car**

Testing procedures at Rolls-Royce are fantastically thorough.

For example, every engine is run for eight full hours on a test bed before it is placed in a car—thirty minutes idling, thirty minutes at normal revolutions, and *seven hours at full throttle*.

On removal from the test bed, one engine in twenty is stripped down to the last bolt, laid out on a table and examined with microscopes.

If any component has faltered, every engine in the entire batch of

twenty is taken out of production, stripped down, and then individually examined.

### **Ninety-eight ordeals**

Your finished Rolls-Royce spends a week in the final test-shop, being fine-tuned. Here it is subjected to ninety-eight separate ordeals.

If, for example, the gears on the rear axle are audible through a *stethoscope*, the axle is removed.

The finished car is test-driven over hundreds of miles of winding English roads, before delivery to you.

Because of these exacting tests, you do not have to go through the tiresome

ordeal of "breaking-in" your Rolls-Royce.

### Fourteen coats of paint

The coachwork is first given *five* coats of primer paint, and hand rubbed between each coat, before *nine* coats of color paint go on.

The radiator shells are made entirely by hand—in burnished stainless steel. Not a single surface on the radiator is flat. Its surfaces are *bowed* to an infinitely slight degree, on the same theory whereby the ancient Greeks made the outer edges of their temple columns slightly convex. In this way the design, viewed as a whole, appears geometrically correct.

This radiator has never changed, except that when Sir Henry Royce died in 1933, the famous monogram RR was changed from red to black.

### Seats in the House of Commons

In upholstering the seats, Rolls-Royce uses the same English leather used on the seats in the House of Commons.

Eight full hides—enough to make 128 pairs of shoes—are selected from thirty or more to obtain perfect matching for color, texture, thickness and grain.

Once the hides have been selected for your car, a label containing your serial number is attached to each. The complete process of stitching, filling and covering the seats, squabs and door panels is then handled by one team of craftsmen.

### What's a Rolls-Royce like to drive?

First and foremost, Rolls-Royce is the most *controllable* of cars. You can cruise at very high speeds with a feeling of sublime safety.

The power-assisted steering is responsive and *exact*—"the best in any car," reports ROAD & TRACK. You can really *feel* the road.

The driver sits slightly higher up than in ordinary cars. This gives you an exceptionally clear view of the road—including both front fenders.

### Stop squarely at 100 m.p.h.

The power-assisted brakes are steady—you can apply them with full force at 100 m.p.h. and the car pulls up squarely, without any tendency to fade or pull to one side.

Only a very light pedal pressure (less than on domestic cars) is needed.

There are three independent systems of power brakes on a Rolls-Royce

—two hydraulic systems, and a mechanical system to the rear wheels, as well as mechanical hand braking. For absolute safety, the hydraulic brake systems are designed so that damage to one will not affect the other.

"If it had no other great qualities," writes the Motoring Correspondent of THE OBSERVER, "the brakes of the Rolls-Royce would set it apart from cars of comparable size and performance built in any other country today. A light pressure brings the powerful gearbox-driven servo into action and speed is simply *dissolved* away, silently and without a tremor."

### The loudest noise comes from the electric clock

There is no soundproof padding in a Rolls-Royce. The quiet comes from mechanical perfection. Three mufflerstune out sound frequencies—acoustically.

The silence in a Rolls-Royce is uncanny. "At 60 miles an hour the loudest noise comes from the electric clock," reports the Technical Editor of THE MOTOR\*.

The car weighs 4780 pounds. But it is delicately maneuverable, and its great reserves of power are instantly available in an emergency.

Acceleration is lively—a smooth, silent, inexorable surge that takes you from 0 to 60 m.p.h. in 11.6 seconds.

### You don't need a chauffeur

This new Rolls-Royce is designed as an owner-driven car. It is eighteen inches shorter than the largest domestic cars. *It is easier to park.*

You can drive long distances with amazing lack of fatigue. This is a result of many factors. Sensitive steering and smooth brakes. Good springing—not too soft, so you never get seasick. *By moving a switch on the steering column, you can adjust the shock-absorbers to suit road conditions.*

Another switch defrosts the rear window by heating an invisible network of 1360 steel wires in the glass. There are two separate ventilating systems, so that you can ride in comfort with all the windows closed.

There is an element of simplicity about the appearance of the car which, says AUTOSPORT, "makes almost any other car seem cheap and tawdry by comparison." For example, the instru-

\*When one of the senior Rolls-Royce engineers read this, his comment was, "We really must do something about that clock."

ments on the dashboard. Instead of looking like a jukebox, they are austere white-on-black, with *legible* calibrations. And they are accurate. One instrument even tells you the level of oil in the crankcase.

### Picnic tables—standard equipment

A picnic table veneered in French walnut slides out from under the dash on your Rolls-Royce. Two more swing out behind the front seats. The backrests on the front seats are individually adjustable.

There is a light for map reading under the dashboard, and individual lights beside each back seat, so that the occupants can read without disturbing the driver.

You can lubricate the entire chassis while the car is in motion, by depressing a pedal from the driver's seat.

There is a warning light on the dashboard which starts flashing when your gas tank gets down to its last three gallons.

Every nut and bolt, every cotter pin and washer in your Rolls-Royce is chromium or cadmium plated to guard against corrosion. Even the tail pipe of the exhaust system is chromium plated.

The luggage compartment holds two two-suitcases, three medium-size suitcases and two overnight bags—enough for a party of four on a drive from coast to coast.

You can also get an Espresso coffee-making machine, a dictating machine, a bed, hot and cold water for washing, an electric razor, and a telephone.

### Vettura di Signor Churchill?

The psychological overtones of a Rolls-Royce are not to be denied.

Reports Gordon Wilkins in THE OBSERVER: "The unfeigned awe and admiration which the car excites everywhere is gratifying and sometimes moving. In Milan an old workman in faded blue overalls inspected my car with shining eyes, then removed his cap and said, '*Scusi, Signore. E la vettura di Signor Churchill?*'"

And there is, above all, a profound satisfaction in handling such an exquisite piece of machinery.

### What about service?

Some people hesitate to buy a Rolls-Royce because they have misgivings about service. Rolls-Royce service is a good deal better than the service on most ordinary cars. There is now a



Except for its radiator shell, the Bentley "S" shown above is identical with the Rolls-Royce "Silver Cloud."

coast-to-coast network of Rolls-Royce dealers and parts-depots. Rolls-Royce headquarters in New York will fly spare parts to any point in the United States.

A man we know reports that a large buzzard flew through his windshield in Texas recently—at 80 miles an hour. His Texas dealer had a new windshield flown in. Our man was back on the road the next day.

The Rolls-Royce people retain a fatherly interest in every car they make.

They bring out a new model very rarely indeed. However, they make continuous engineering improvements, and these improvements are introduced as soon as they have been perfected, without waiting for a new model.

Sometimes the improvements are introduced *retroactively*.

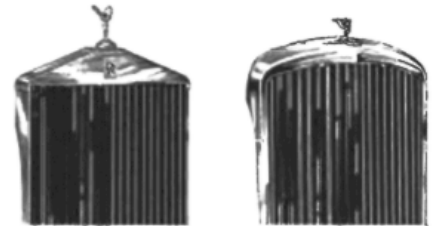
This means that the new part is sent to all dealers and installed in your car *without charge to you*.

#### How expensive is a Rolls-Royce?

The price of a new Rolls-Royce is \$13,995. Before you decide that this is more than you can afford to invest,

consider the following arithmetic:

1. You can pay by installments over one, two or three years. We have heard of a bank in Chicago which allows you to spread payments over *six years*. And an increasing number of corporations are buying Rolls-Royce cars for their senior executives.
2. Annual depreciation is low and you will keep your Rolls-Royce for a long time—the average is eleven years.
3. A Rolls-Royce never becomes obsolete. You are assured of a *continuity of styling* that protects your investment. The styling of the Rolls-Royce, year after year, is always clean, graceful and functional—never outlandish.
4. Most new cars are guaranteed for 90 days only. Every Rolls-Royce engine and chassis is guaranteed for *three years*. This is important.
5. Most cars of today cost five or six times as much as they did twenty years ago. The new Rolls-Royce Silver Cloud costs the same as the Phantom III of twenty years ago. In terms of real dollars, the Rolls-Royce is an even better value than it used to be.



#### What's the difference between Rolls-Royce and Bentley?

The Bentley is made by Rolls-Royce. Except for the radiators, they are identical motor cars, manufactured by the same engineers in the same works.

*People who feel diffident about driving a Rolls-Royce can buy a Bentley.*

The Editor of THE AUTOCAR has this to say about the Bentley: "The latest Bentley model offers a degree of safety, comfort and performance that is beyond the experience and perhaps even the imagination of the majority of the world's motorists."

If you would like the rewarding experience of driving a Rolls-Royce or Bentley, write or telephone to one of the dealers listed on the next page.

Rolls-Royce Inc., 10 Rockefeller Plaza, New York 20. Circle 5-1144.



# You give up things when you buy the Mercedes-Benz 230S. Things like rattles, rust, and shabby workmanship.



The Mercedes-Benz 230S glitters with a rich, 7-coat enamel finish. A handsome way to fight corrosion.

A plex on the status symbol that's all glitter and no guts. At \$4,785, the Mercedes-Benz 230S is an efficient machine built to endure. Its body is welded 10,000 times—and painted with 7 enamel coats. A 24-pound layer of undercoating stifles rust. Read on for the full story of why the Mercedes-Benz 230S is a shrewd investment indeed.

**A SHOCKING admission:** the 230S uses a body style first seen in 1979.

Mercedes-Benz engineers refuse to make changes for the sake of change. Superficial styling changes don't make a car better—in fact, they often hinder real technical advances.

And the 230S body is advanced—it's welded at 10,000 points. After 50,000 miles, you may begin to wonder if it will ever rust.

Not in a likely to rust. The entire body is plunged out of sight in a primer bath before painting. A rough caulking coat seals into every crevice, every joint. No sooner is the primer baked on than a 24-pound spraying of plasticized undercoat seals the car's underbody against the menace of road salt and rust.

Then comes paint—49 pounds of it, spread on in 7 careful layers. The final coat is hand sprayed, in a paint shop cleaner than a hospital operating room.

**Note to splinters:** You won't find lumpy "orange-peel" bumps in the paint. And you won't find pits in the chrome. It's backed by two platings of copper and one of nickel over a steel base. Rust and rust are thwarted again.

The 230S 6-cylinder engine is designed to last the life of the car. It is so perfectly balanced (engine tolerances are as fine as 4/10,000ths of an inch) that you can keep it

burning almost endlessly at near maximum speeds—with no hint of strain.

#### Sixty-minute engine test

Every 230S engine runs for an hour at the factory on a special test stand. To flush away every speck of dirt and debris, engine oil is changed 62 times during this trial run.

This engine measures about half the size of a domestic V8. Yet the 230S hits a peak output of 109 mph and in normal driving quarters over 20 miles from a gallon.

#### A lesson from racing

"Mercedes-Benz engineers know how to build sports car handling qualities into a family sedan—there's no doubt about that in our



With rear swing axle, wheels act independently.

mind," comments *CAR LIFE* magazine. The engineers learned how by building a world championship sports-racing car, the 300SLR. Then they adapted its suspension to Mercedes-Benz sedans.

All it whirled on the 230S are superior springs. They soak up ruts and bumps with-

out sending drivers through the whole body.

If this system weren't so costly to build, American cars might have it. No full-sized domestic car does.

**European tourists:** You'll see the 300SLR at the Daimler-Benz Museum in Stuttgart-Ulmersheim, too. You'll spot a few dozen other famous racing machines, too. Mercedes-Benz has won 4,653 competitions and 5 world championships in the past 70 years.

#### Forget brake fade

The 230S weighs 115 tons. Caliper-type, 9-inch disc brakes at front (where 70% of the car's weight is shifted in stopping) help supply braking ability adequate for twice this weight.

Disc brakes drag off heat buildup in hard use. You can virtually forget the threat of fading (on the good news along to your wife, it will do wonders for her driving record).

#### Science defeats fatigue

Long trips are no ordeal in the 230S. Seats front and rear are almost chair height. They're deeply contoured and firmly padded (just like the doctor ordered—orthopedic physicians guided seat design).

You can tilt both individual front-seat backs to 4 reclining positions. On hot, humid days, you'll feel the benefit of those thousands of minuscule air vents in the seat material. Your

body won't seem as if it's plastered to a sheet of flypaper.

#### Comfort without trivia

Mercedes-Benz engineers waste no time on frivolous gadgetry. No built-in record players, no seat belts, no coffee unit. Yet available amenities abound. Front: Speedometer at either end of the instrument panel. They show warns air to defrost the front side windows.

**Patents:** Note that wood-grain instrument panel trim. Contrary to a popular trend, it's real wood. Contrary to another popular trend, it fits. So does everything else on the 230S. One of every 18 Mercedes-Benz employees is an inventor to keep it that way.

#### Safety is an obligation

Mercedes-Benz considers safety a sober obligation—not a public relations problem. Safety starts with basic car design, not a few tacked-on afterthoughts.

The 230S body is a patented safety feature. Front and rear sections are designed to yield on violent impact, absorbing shock before it can reach the passenger area. Front disc brakes and a dual circuit brake system are standard equipment. The vital matter of tires—so often neglected in new cars—is solved with super premium-grade tires on every 230S. Door locks are designed to keep doors shut in collisions from any angle. Inside, there are no sharp edges. Safety padding extends even to the steering wheel hub—and the rear vision mirror is spring mounted, to break away on heavy impact.

#### Going to Europe?

As your Mercedes-Benz dealer, we can help arrange all details for European delivery of a new Mercedes-Benz. You'll save money, time and worry—and ensure proper servicing when you return.

For full information, see us or write to Mr. Peter Gould, European Delivery Manager, Dept. # 278 Mercedes-Benz of North America, Inc., P. O. Box 213, Chiffade Park, New Jersey.

Copyright 1984 Mercedes-Benz of North America, Inc. U.S.A.

You may visit Europe to drive the 230S. As your Mercedes-Benz dealer, we'll gladly arrange a thorough demonstration drive in and on any other Mercedes-Benz model. It is something of a revolution to drive a car built to be the best—not the best seller.



**Mercedes-Benz motor cars from \$28,562 to \$13,955**

Maybe you can afford a Mercedes-Benz without knowing it. Suggested retail price\* for a few popular models:

400 Grand Mercedes	\$25,562
230SL Roadster	6,185
230S Sedan	4,785
230S Sedan	4,140
230S Diesel Sedan	4,170
200 Sedan	3,955

\*MSRP and MSRP. Excludes price of every, exclusive of state and local taxes & fees.

INDIANA SALES & SERVICE, 1080 Philadelphia St., Indiana, Pa. 15701. Phone: (412)-465-4291

COLLECTED BY COPYLEGENDS.COM

At 50,000 miles,  
you may begin to wonder  
if your Mercedes-Benz 230 S  
will ever rattle.



*The Mercedes-Benz 230 S. Built to be driven — comfortably, safely and enjoyably for years and years.*

**The body is welded 10,000 times. Its design is a safety feature. A 135-hp, 6-cylinder engine cruises all day at 90 mph. Spend two minutes reading about the Mercedes-Benz 230 S — built to excel on every road in the world.**

**G**iven humane care, the Mercedes-Benz 230 S will easily outlive your best suit and the family cat. The secret of its longevity: careful construction, costlier materials, and an engineering staff whose output is jealously watched by other car designers.

### **No rattles, squeaks or groans**

The 230 S body is a tight shell, welded 10,000 times. It will not age to the sound of rattles, squeaks or groans. And with 36 pounds of primer and paint, it isn't likely to rust.

### **Sports car handling**

Sturdy as it is, the 230 S is more than merely an iron horse. You can hurtle this 2,976-pound sedan about like a sports car.



## The man in the Hathaway shirt

AMERICAN MEN are beginning to realize that it is ridiculous to buy good suits and then spoil the effect by wearing an ordinary, mass-produced shirt. Hence the growing popularity of HATHAWAY shirts, which are in a class by themselves.

HATHAWAY shirts *wear* infinitely longer—a matter of years. They make you look younger and more distinguished, because of the subtle way HATHAWAY cut collars. The whole shirt is tailored more *generously*, and is therefore more *comfortable*. The tails are longer, and stay in your

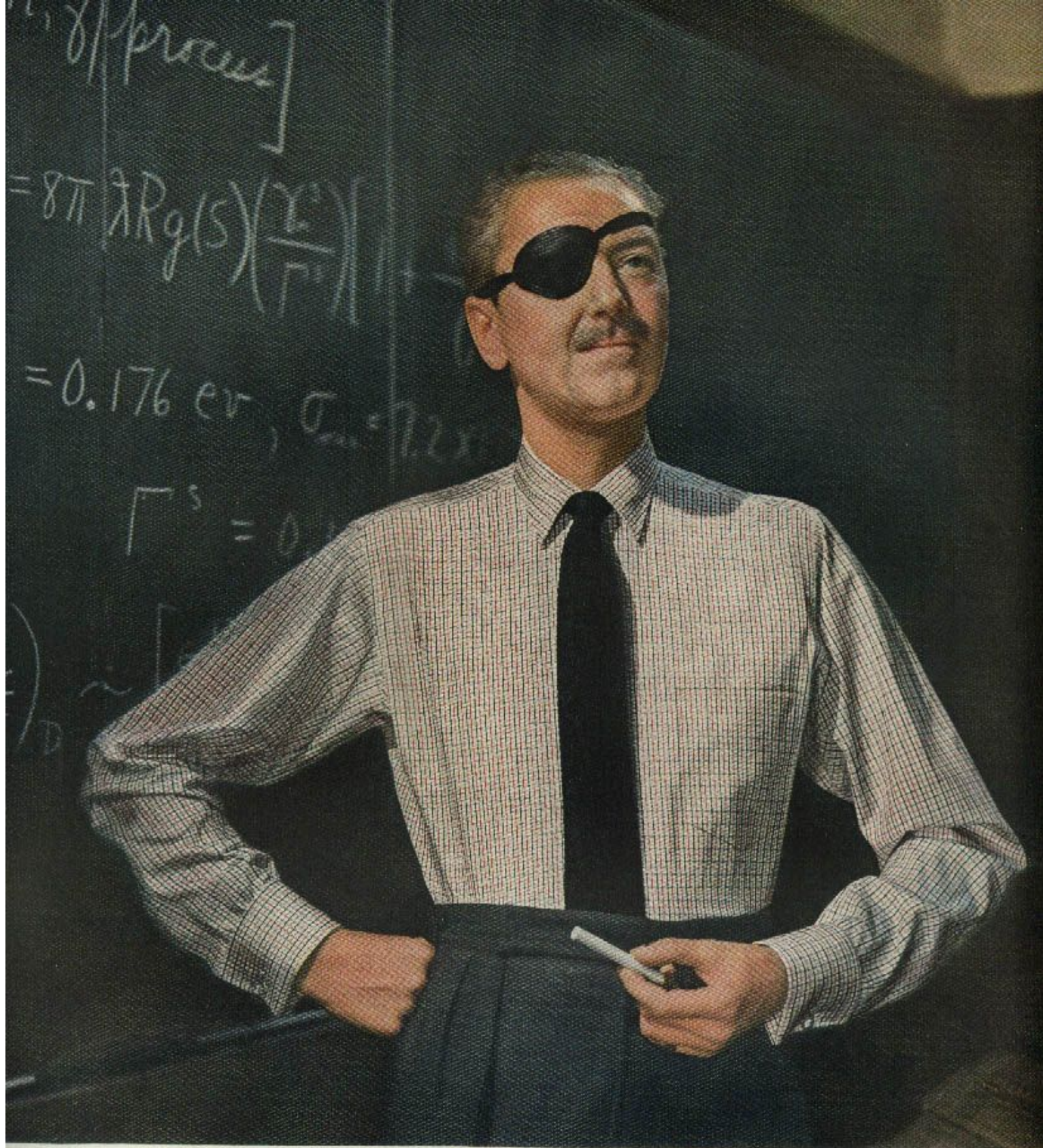
trousers. The buttons are mother-of-pearl. Even the stitching has an ante-bellum elegance about it.

Above all, HATHAWAY make their shirts of remarkable *fabrics*, collected from the four corners of the earth—Viyella and Aertex from England, woolen taffeta from Scotland, Sea Island cotton from the West Indies, hand-woven madras from India, broadcloth from Manchester, linen batiste from Paris, hand-blocked silks from England, exclusive cottons from the best weavers in America. You will get a

great deal of quiet satisfaction out of wearing shirts which are in such impeccable taste.

HATHAWAY shirts are made by a small company of dedicated craftsmen in the little town of Waterville, Maine. They have been at it, man and boy, for one hundred and fifteen years.

At better stores everywhere, or write C. F. HATHAWAY, Waterville, Maine, for the name of your nearest store. In New York, telephone MU 9-4157. Prices from \$5.50 to \$25.00.



## Hathaway and the Duke's stud groom

**I**T ALL STARTED with Richard Tattersall, the Duke of Kingston's stud groom. He dressed his horses in magnificent check blankets. Then English tailors started using Mr. Tattersall's checks for gentlemen's waistcoats.

Now Hathaway takes the Tattersall one step further. With the help of an old Con-

necticut mill, we have scaled down this classic pattern to miniature proportions, so that you can wear it in New York. Yet its implication of landed gentry still remains.

You can get this Hathaway miniature Tattersall in red and grey (as illustrated), navy and blue, or mahogany and beige. Between board meetings you can amuse

yourself counting the various hallmarks of a Hathaway shirt: 22 single-needle stitches to the inch, big buttons, square-cut cuffs. And so forth.

The price is \$8.95. For the name of your nearest store, write C. F. Hathaway, Waterville, Maine. In New York, call OXford 7-5566.





## Hathaway imports Sea Island cotton shirting

FROM St. Vincent in the British West Indies comes a cotton which looks like silk. It is called "Sea Island," and it is much in vogue among English boulevardiers.

Sea Island cotton has been described as "soft as swansdown, lustrous as satin, absorbent as wool, durable as linen." During the war the Royal Air Force used it instead of silk for parachutes.

The secret of Sea Island is that its fibres are three times as long as ordinary cotton. It is grown in the heavenly Caribbean climate, which gives it an astounding silkiness.

The yarn is spun with loving care by Thomas Oliver & Sons, and then woven on the looms of Aslton Brothers—two of the finest mills in England.

The demand for superfine Sea Island vastly exceeds the supply—only 1,000 bales were produced last year. Hathaway bought the lion's share. They make it up into splendid shirts—low-sloping collars, generously long tails, single-needle stitching, big ocean-pearl buttons, and so forth. For the name of your nearest store, write C. F. Hathaway, Waterville, Maine.



## Hathaway introduces the first Sea Island Oxford

**F**ROM A few tiny Caribbean islands comes this cotton which looks like silk. It is called "Sea Island," and grows on St. Vincent, Antigua, St. Kitts, Montserrat, Nevis and Barbados.

The secret of Sea Island is that its fibers are about three times as long as ordinary

cotton. This explains its *lustre* and *strength*. Only four hundred bales are picked each year and Hathaway buys the lion's share.

The Sylex<sup>®</sup> Sea Island yarn you see in this shirt, is spun by Thomas Oliver & Sons and woven by Ashton Brothers—two of the finest mills in England. The re-

sult is the world's first Sea Island Oxford. "It tailors like linen and drapes like satin." High praise from our laconic cutter.

Go to the best store in town and ask to see this remarkable new Hathaway. The price is \$15.95. Or write C. F. Hathaway, Waterville, Maine.



HATHAWAY'S MAYFAIR PIN COLLAR. TAILORED FROM A PARTICULARLY LUSTROUS MADRAS IN THREE NEW SPRIGHTLY STRIPES. \$7.95

## Hathaway invents an ingenious new pin collar that dispenses with holes, clasps and aggravation

HOW often have you considered buying a pin collar—only to be discouraged by the fuss of fiddling with clasps and tiny holes?

Take heart. Our picture shows Hathaway's ingenious solution: the *Mayfair Pin* collar.

Hathaway designed this urbane new collar to be worn with a *slide-on* pin. Simply slip one on and the *Mayfair Pin*

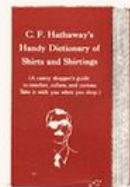
collar lies flat and smooth all day. Without fuss, fumbling or extraneous paraphernalia. Hence the absence of unsightly holes.

The secret is in the slightly longer points. They give your slide-on pin the leverage it needs to grip and stay put. Yet the points will *never* curl or buckle halfway through the day.

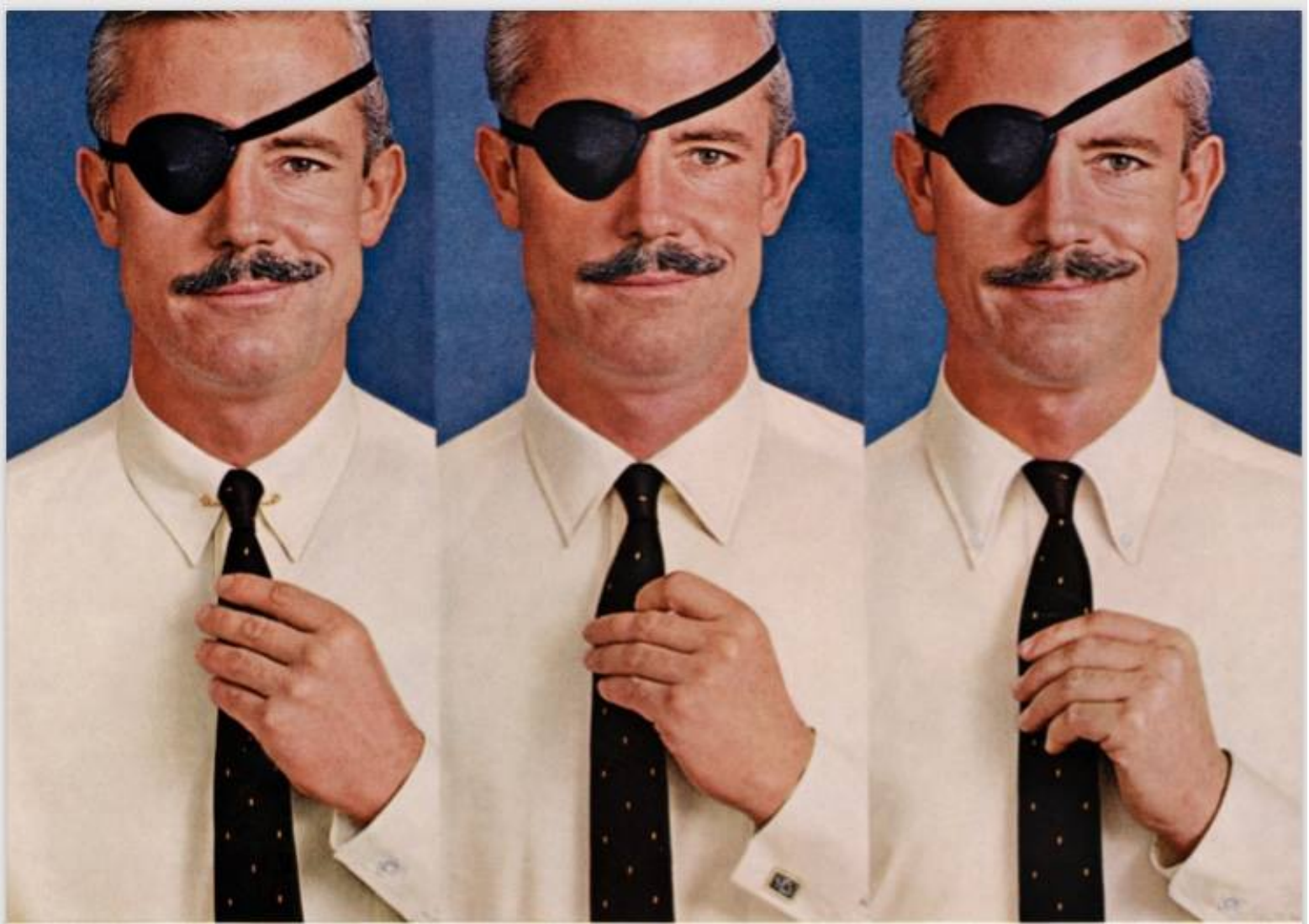
Now for those quietly spectacular

stripes. Hathaway discovered them in London's fashionable Mayfair district—where all the young blades are wearing them with great élan.

For this free *Dictionary of Shirts and Shirtings*, and names of stores, write C. F. Hathaway, Waterville, Maine. In New York, call Oxford 7-5566.



"Never wear a white shirt before sundown!" says Hathaway.



Hathaway's shirts of *English Cream* are tailored from Imperial broadcloth. Also available in blue—for more adventuresome types. \$8.95

## Hathaway presents English Cream: an elegant compromise for white-shirt addicts

(In three distinctive collar styles)

**I**F YOU are diffident about wearing colored shirts, take heart. Hathaway has found an elegant color that frees you from the conformity of the white shirt—yet doesn't jangle the nerves.

There it is above: Hathaway's *English Cream*. Soft. Unobtrusive. And with a quiet knack of livening up somber winter suits. Hence its popularity with England's custom shirtmakers.

Hathaway's cutters were as pleased as punch with *English Cream*. Which explains their decision to offer it in the three collar styles you see above.

Here's a word about each:

**1. Mayfair Pin.** Hathaway designed this urbane new collar to be worn with a *slide-on* pin. Thus eliminating holes,

clasps, and a good deal of aggravation.

The secret is in those fashionably longer points. They give the pin the leverage to grip and stay put.

**2. The Avenue.** For more formal occasions, Hathaway recommends the Avenue collar. Note the distinctly longer points and discreetly wider spread. Very distinguished—especially with today's shaped suits.

**3. Club Button-down.** Hathaway's button-down collar is cut in the classic tradition. It is *hand-turned* for a comfortable contour. Then gently rolled for a neat, unobtrusive flare.

Hathaway tailors all three shirts from Imperial broadcloth—a costly breed of long-stranded cotton. It is lustrous.

Uncommonly long-wearing. And it needs no starch to keep it looking neat and crisp all day.

### A free dictionary

"Every well-dressed man should own at least half a dozen striped or colored dress shirts," says Hathaway.

If you would like to lose the white-shirt habit, write C. F. Hathaway, Dept. 00, Waterville, Maine. Hathaway will send you a free *Dictionary of Shirts and Shirtings* explaining the virtues of striped and colored dress shirts. Also the name of the store nearest you that stocks Hathaway's *English Cream*.



"Never wear a white shirt before sundown!" says Hathaway.



NOTE THE CAREFUL PATTERN MATCHING ACROSS THE FRONT OF OUR HERO'S SHIRT. IN A VARIETY OF STRIPES. \$8.95

## Hathaway presents a mercifully restrained new stripe —woven from Dacron® and cotton in the cause of good taste

**H**ATHAWAY is adamant. Striped shirts should look crisp, stay neat, and exude an air of *quiet* individuality.

Hence the introduction of the shirt you see above. *These* stripes will never clash with your tie or leap off the shirt at you. They are far too discreet.

The secret of their subtlety is in the weaving. Every strand of color is cross-woven with a strand of white. Which

\*DuPont registered trademark

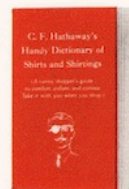
explains the stripes' quiet understatement. *Mercifully* restrained.

But how to keep the stripes looking crisp and neat? Hathaway solves the problem by using a canny new blend of Dacron® polyester and cotton called *Hathaweave*.

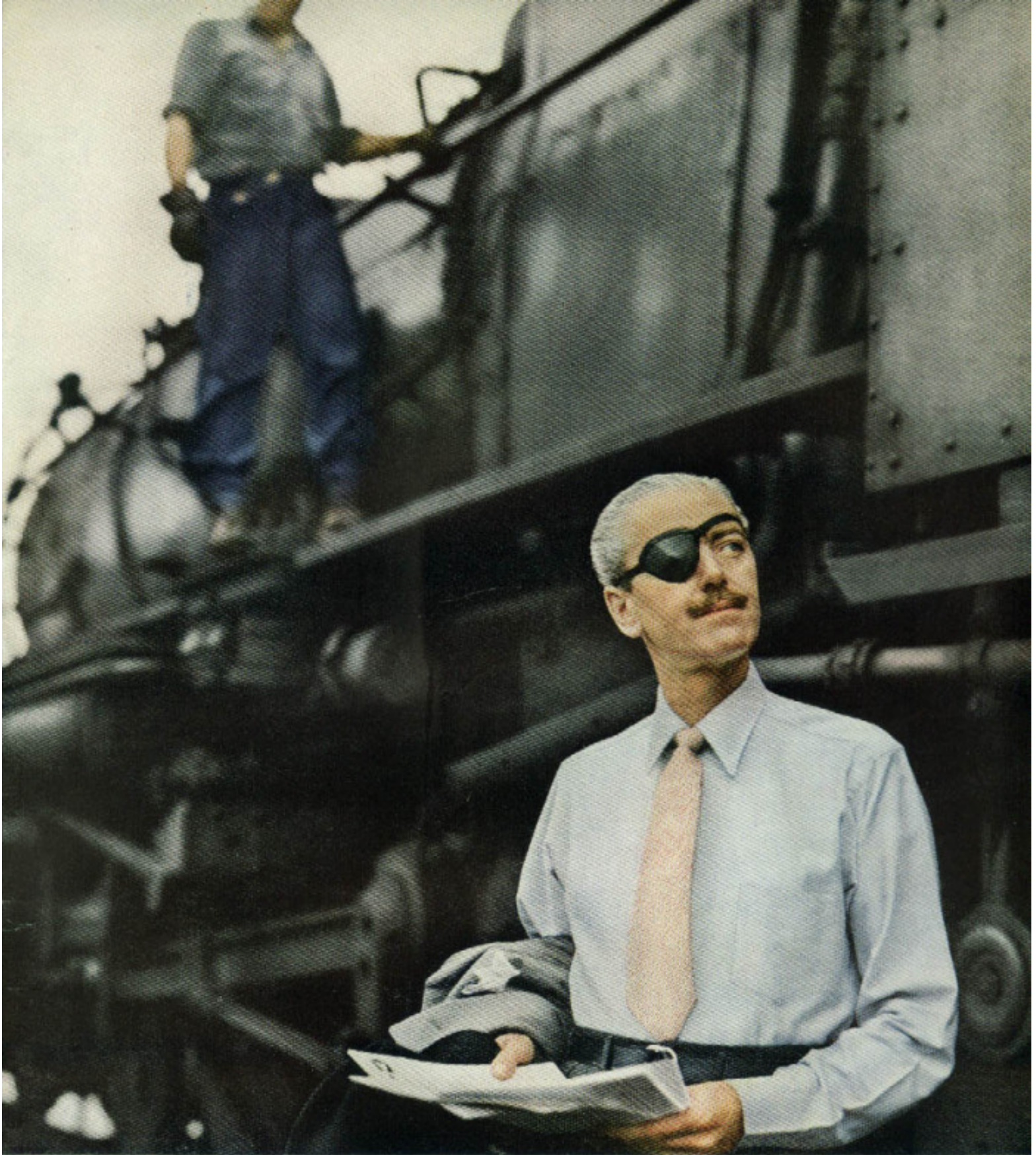
A shirt of this ingenious stuff stays fresh and unwilted for 24 hours. It also shrugs off dirt. Never puckers or

wilts along the seams. Drip-dries overnight without a trace of wrinkling. And rarely needs the attention of an iron—a boon when traveling.

For a free *Dictionary of Shirts and Shirtsings*, and store names, write C. F. Hathaway, Dept. 00, Waterville, Maine. Or in New York, call OXford 7-5566.



"Never wear a white shirt before sundown!" says Hathaway.

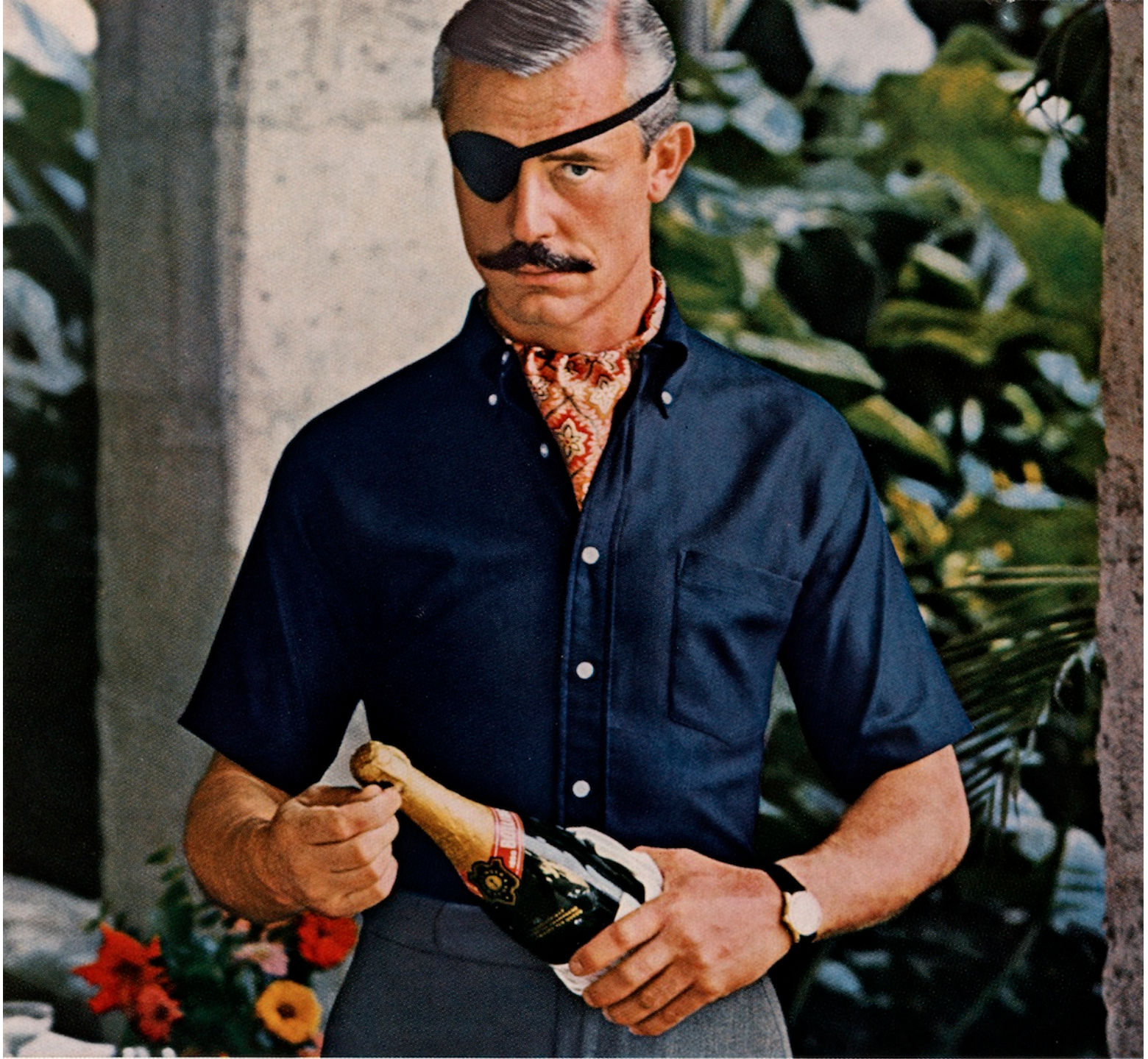


## Hathaway suggests Batiste Madras for hot days

**T**HE PROBLEM is to find a shirt which will look sufficiently businesslike to wear at the office, but be cool enough to wear at temperatures over 80°. The solution recommended by HATHAWAY is their famous batiste madras, a gossamer-light fabric which preserves its crisp, cool for-

mality throughout the hottest and most humid days. Batiste madras is the direct descendant of an Indian fabric, copied by the French in the 17th century and perfected in this country by HATHAWAY twenty years ago. HATHAWAY makes it up into regular business shirts, and sport

shirts, and two-way *convertible* shirts—which can be worn for business or sports. At \$6.50 at better stores everywhere, in white and twenty colors. For the name of your nearest store, write a card to C. F. Hathaway, Waterville, Maine. A HATHAWAY shirt for \$6.50 is a great buy!



HATHAWAY'S AERTEX CLUB SHIRTS COME IN NAVY BLUE AND 5 OTHER MANLY SHADES. ABOUT \$9.50

## Hathaway's Aertex Club—a damnably smart leisure shirt

(with 987,693 tiny windows to keep you cool)

OUR hero is celebrating a modest triumph. He has just discovered a leisure shirt that is cool *and* elegant.

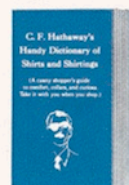
The *coolness* comes from the fabric—English Aertex. A shirt of this airy stuff has 987,693 tiny windows, which let your body *breathe*. They make Aertex the coolest weave you can wear—and probably the healthiest. (It was invented by an English doctor.)

The *elegance* is the work of Hathaway's nimble-fingered cutters. You can detect several of their cunning touches in the Club shirt above.

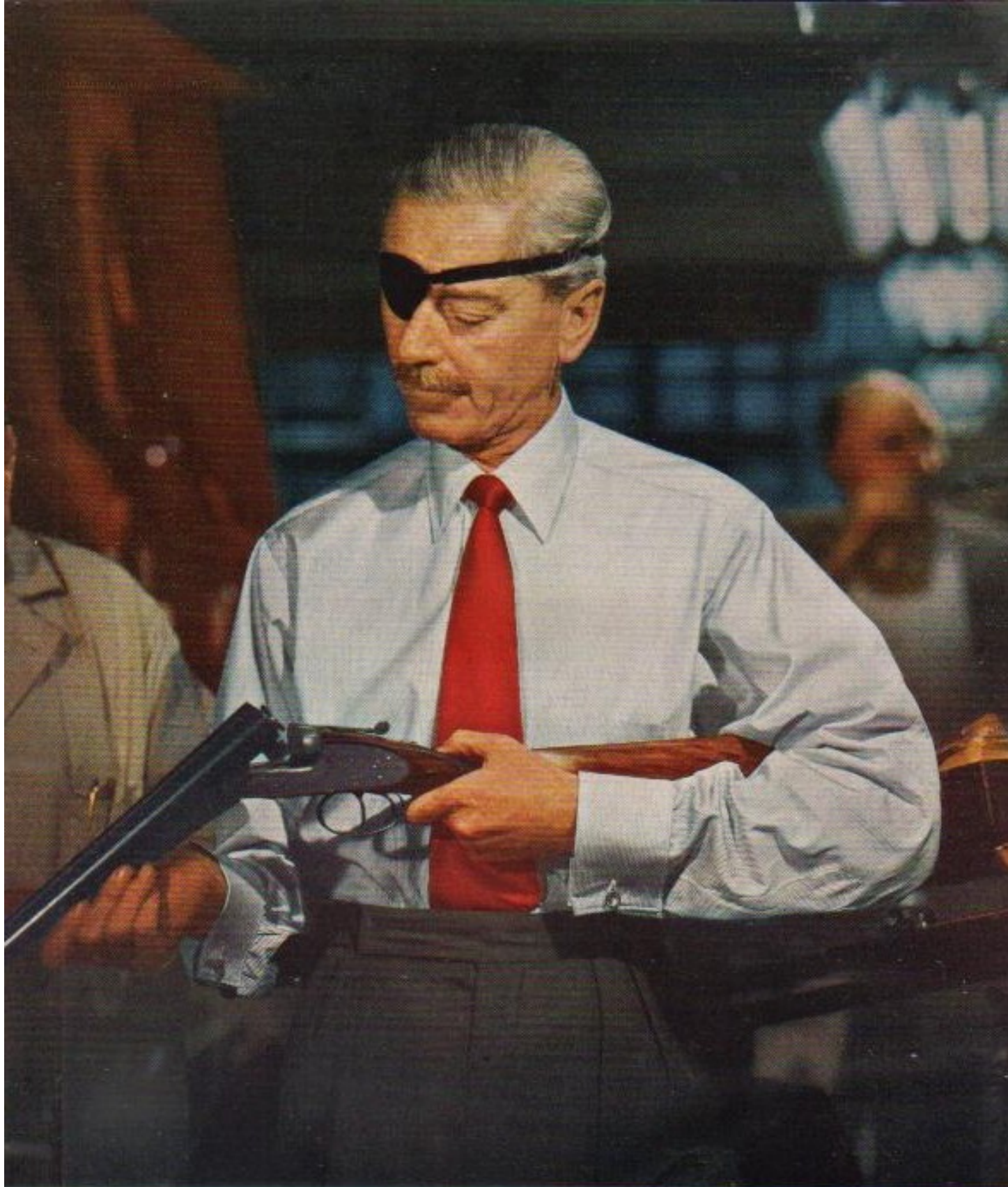
First, the body is tapered for a sleek fit round the midsection. *No bagginess*. Next, the collar stands a mite higher on the neck than ordinary collars. Much more spruce and tidy, especially under your sport coat or with an ascot.

Other blessings: flat, strong seams. Well-nigh indestructible buttons. And a pair of virtuously long shirt tails that won't slither out of your trousers.

For names of stores and this free *Dictionary of Shirts and Shirts*, write C. F. Hathaway, Waterville, Maine. Or in New York, call OXford 7-5566.



"Never wear a white shirt before sundown!" says Hathaway.



PHOTOGRAPHED AT GRIFFIN & HOW

## The Gun is a \$2,000 Purdy from England

*(The shirt: A Sea Island Cotton from Hathaway)*

**T**HIS Sea Island cotton is astounding stuff—with fibers *three times longer* than those of ordinary cotton. It is described in the advertisements as "soft as swansdown, lustrous as satin, absorbent as wool, durable as linen." It is grown on St. Vincent, Antigua, St. Kitts, Montserrat, Nevis and Barbados.

Then it travels. Between being plucked

in the balmy Caribbean sunshine, and its final apotheosis in a shirt by HATHAWAY of Maine, this nonesuch among cottons has been to England and back.

The Sylex Sea Island yarn is spun with loving care by Thomas Oliver & Sons, then woven on the looms of Ashton Brothers—two of the finest mills in England. Not to be confused with the New

can almost *feel* its downy softness.

The shirts are superbly tailored, with all the famous HATHAWAY hallmarks—generously long tails, single-needle stitching, big buttons of ocean pearl. Price \$15, at stores that keep up the great tradition. For the name of the store nearest you, write C. F. Hathaway, Waterville, Maine. In New York, telephone MU 9-4157.





*Schweppes is the original Bitter Lemon, invented in England in 1956.*

**"You can see the lemon in Schweppes Bitter Lemon.  
That's because Schweppes uses whole, fresh lemons.  
Juice, pulp, peel, everything."**

So says Commander Whitehead, President of Schweppes (USA) Ltd.

"Schweppes *invented* Bitter Lemon," he continues. "It was our first new product in one hundred years, and we did not stint."

Schweppes uses whole, fresh lemons in making Bitter Lemon. Juice,

pulp, peel, everything. Thus its tart, grown-up taste.

"Schweppes Bitter Lemon is the first *adult* soft drink," declares the Schweppesman, "the only one you can order without feeling like a *yokel*!"

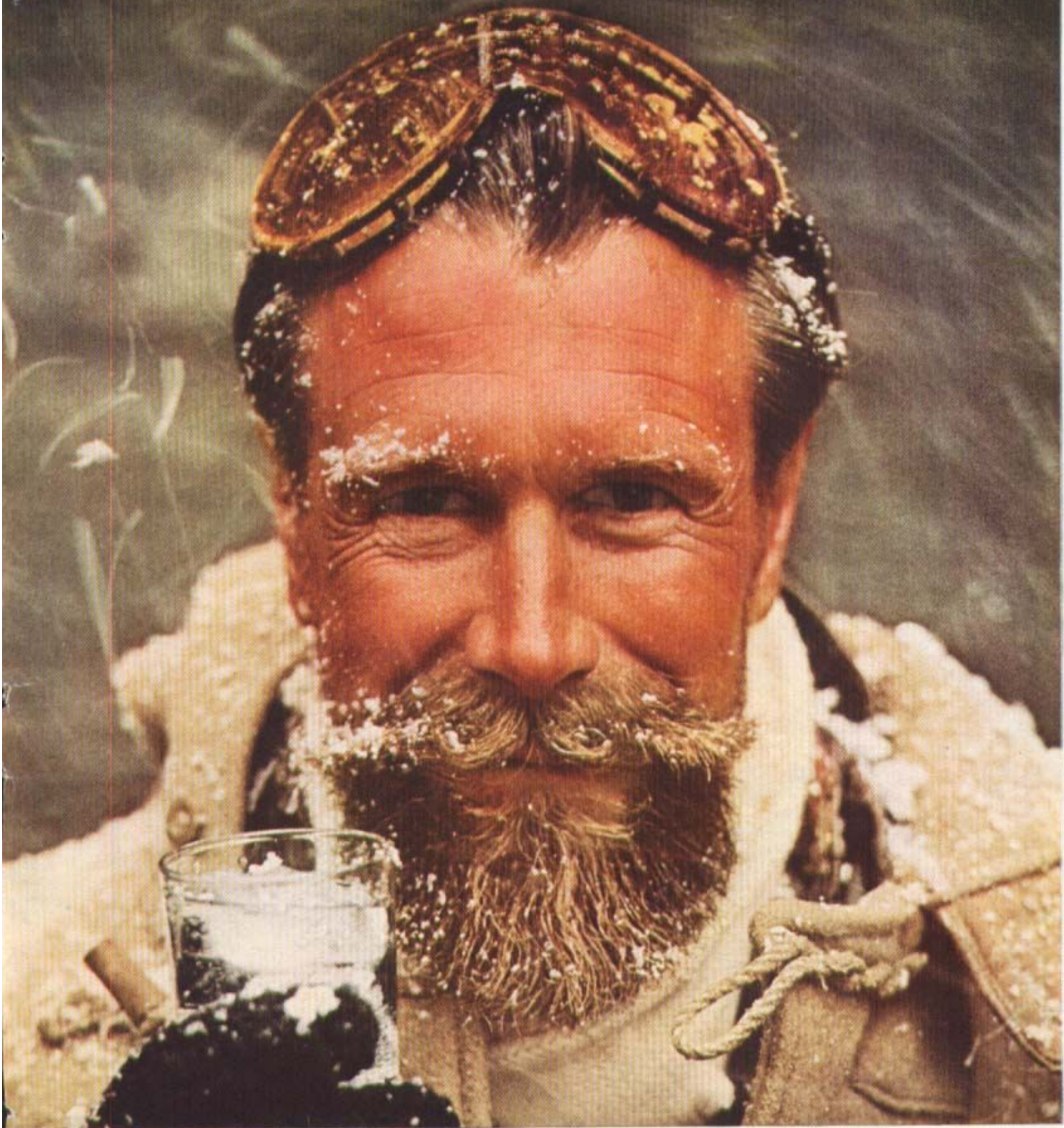
There are at least two more uses for Schweppes Bitter Lemon. It is an

unobtrusive way to sit out a round or two. It is also the most versatile new *mixer* since Schweppes Tonic itself.

No matter how you use Bitter Lemon, always turn the bottle upside down before you open it.

That way, everyone gets his fair share of lemon morsels.





## Will you love Schweppes in December as you did in May?

**A**BOVE you see, not Nanook of the North and not the Abominable Snowman—but Commander Edward Whitehead, Ambassador from the House of Schweppes in London.

The Commander will tell you that this winter's most fashionable new drink is Vodka-and-Tonic. And that no right-thinking barman would ever

claim to have mixed an authentic Vodka-and-Tonic without *Schweppes*.

Why such devotion? Simply because *Schweppes* *tastes* better.

In one hundred years, nobody has ever discovered a substitute for *Schweppes* bittersweet, curiously *refreshing* taste. And nobody has been able

to mix those patrician little bubbles that last your *whole drink through*.

So don't accept rain, or snow, or even blizzards as an excuse for not getting *Schweppes* when you order Vodka-and-Tonic.

*Schweppes* *tastes* better.

P.S. *Schweppes* is as delicious as ever mixed with *Gin*, or *Rum*.





## Coollest thing next to a pool: Gin-and-Tonic with Schweppes

THE POOL in this picture happens to be in Westbury—but it might just as easily have been in Bangkok, or Nairobi. Within the past few months, Commander Whitehead has enjoyed poolside Gin-and-Tonics in both those ports of call.

Indeed, a letter addressed to Commander Whitehead, Schweppes-man Extraordinary, recently followed him halfway around the world.

When it finally caught up with the Commander, the battered envelope bore cancellations of post offices in Mombasa, Singapore, and Honolulu.

Today, there is hardly a capital where the Schweppesman is not known. True, Commander Whitehead did not actually *invent* Gin-and-Tonic—or even Schweppes. Civilized peoples the world over were enjoying Schweppes bitter-sweet flavor when

the Commander's great-grandfather was a mere midshipman.

But nobody has traveled farther to eulogize Schweppes unparalleled carbonation. Commander Whitehead calls it Schweppesness. And it lasts the whole drink through.

Ask for Schweppes at clubs and restaurants. Your grocer also sells it in six-bottle cartons, for little more than ordinary mixers.





## Guess what they're mixing Schweppes with now?

**H**ARD TO BELIEVE, isn't it, that just a few short years ago nine out of ten Americans hadn't even heard of Schweppes.

But that was before Commander Whitehead landed on these un-Schwepped shores.

Today, of course, Schweppes delicious bittersweet flavor is celebrated from New York to California.

Gin-and-Schweppes has become

the country's most *fashionable* drink.

And the end isn't even in sight. Because now those thirsty trend-setters who first latched onto Gin-and-Schweppes Tonic are pioneering with *new* Schweppes drinks.

Like what, for instance? Well—*Vodka-and-Schweppes*. Or *Rum-and-Schweppes*. *Vermouth-and-Schweppes*. You name it—somebody's mixing it with Schweppes. (Over in France, a

well-known statesman is drinking Schweppes with *milk*.)

Schweppes, you see, has a wickedly subtle effect in *any* drink. Makes it taste unmistakably *clearer*. Lighter. Infinitely more thirst-quenching.

All you need to enjoy a whole Schweppertory of drinks is a little imagination—and a lot of Schweppes. Commander Whitehead suggests you buy the latter by the *case*—see picture.





Photographed in the Pump Room, Chicago

## "It's monosyllabic," said the Schweppesman

"TELL ME, Commander," asked the lady, "How do you pronounce Schweppes? Is it *Schweppes*, with two syllables?"

Commander Edward Whitehead, the Flying Schweppesman, explained that in England they insist on a *monosyllabic* Schweppes, to rhyme with *pep*.

"But," he went on, "why quibble? After all, these days Gin-and-Tonic is the reigning favorite in Ceylon and

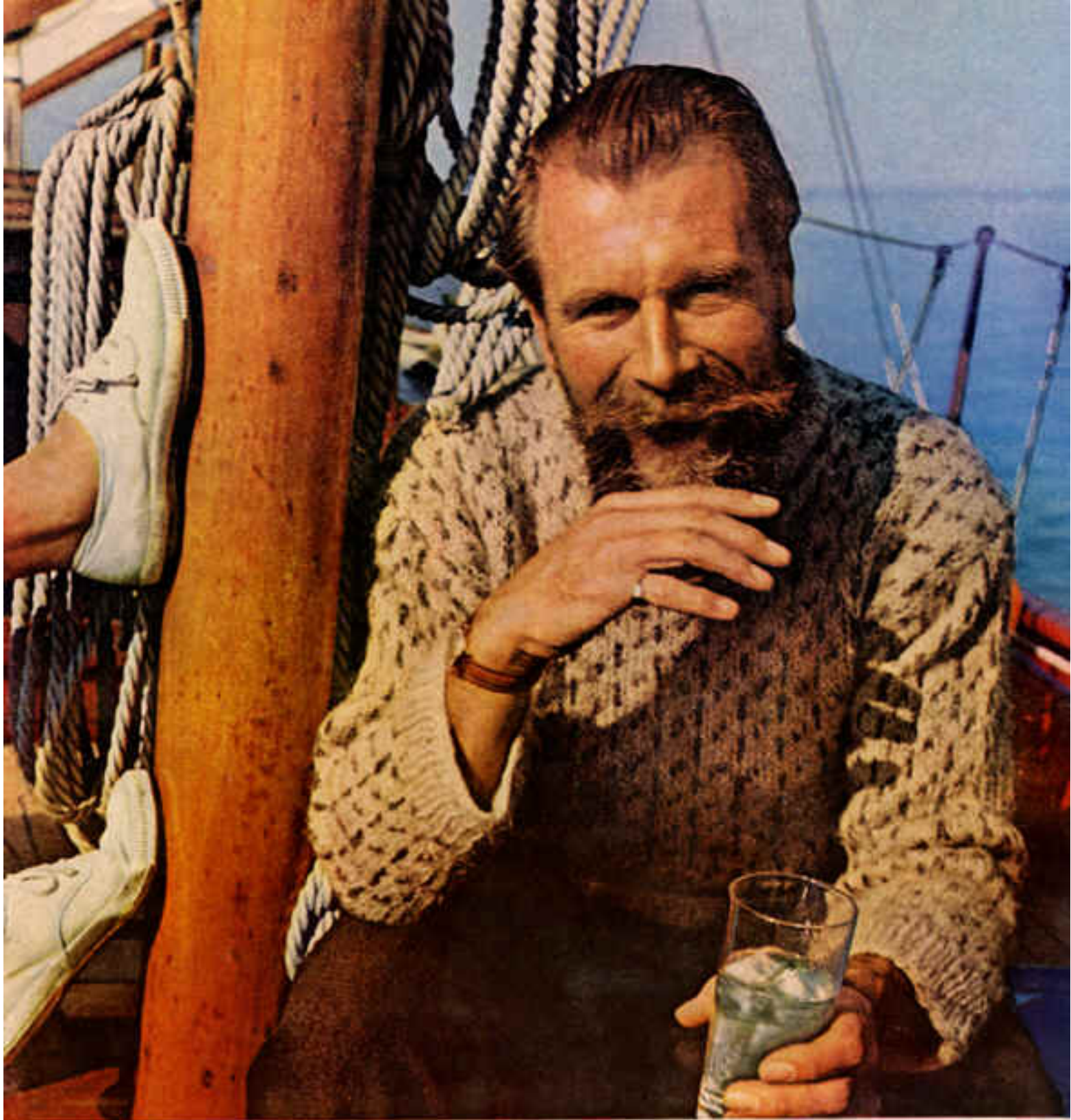
Lisbon and Cannes and Zurich. And Schweppes is now ordered in German and French and Portuguese and heaven-knows what else. So I'd say it really doesn't matter *how* you pronounce your Schweppes. Just so long as you get it."

Today, Schweppes Quinine Water is acknowledged throughout the civilized world as the essential mixer for an *authentic* Gin-and-Tonic.

Schweppes bitter-sweet taste is curiously refreshing. Schweppes carbonation is also unique. The initiated call it Schwepperverscence (four syllables) and it *lasts the whole drink through*.

So make jolly well sure the bartender serves you Schweppes for your Gin-and-Tonic. Your grocer also sells Schweppes Quinine Water, made at the original imported elixir, ~~xxx~~ very little more than *ordinary* mixers!





## “It’s *mutiny* to mix a Gin-and-Tonic *without* Schweppes!”

IT SEEMS like only yesterday that Commander Edward Whitehead, Schweppesman in charge of enlightening un-Schwepped regions, first set foot on our shores.

Americans discovered Schweppes’ delicious bittersweet flavor. They tasted Schwepperness—those exuberant little bubbles that tickle the

palate and delight the soul.

Soon *Schweppes* in Gin-and-Tonic became unwritten law throughout the land. And on the high seas. (Today, in American waters, it is considered *mutiny* to mix a Tonic Drink *without* Schweppes.)

Only Schweppes—the *original* Tonic—has that curiously refreshing

bittersweet flavor. A flavor that has been famous since Commander Whitehead’s great-great-grandfather was a midshipman. Only Schweppes has Schwepperness. And it *lasts* your whole drink through.

P.S. Have you tried Schweppes with Vodka, or Rum? Great additions to your Schweppertory!





## Odds-on favorite: Gin-and-Tonic with Schweppes!

**B**ettors have been slaves to Gin-and-Tonic for over a hundred years. And now this patrician potion is conquering America, too—becoming the country's most fashionable drink!

Commander Edward Whitehead, Schweppes' ambassador to our shores, has a twofold explanation for this fantastic success. "First, Gin-and-Tonic is by all odds the world's most thirst-quenching and delicious drink. And second, it is ridiculously easy to make."

No juice to squeeze. No fuss. Even a novice

can fix an authentic Gin-and-Tonic in well under a minute. (The record is held by an old pal of the Commander's, out in Hong Kong. Less than six seconds!)

All you do is mix a generous jigger of gin, ice, and Schweppes in a tall glass.

Stir—affectionately—and there you are.

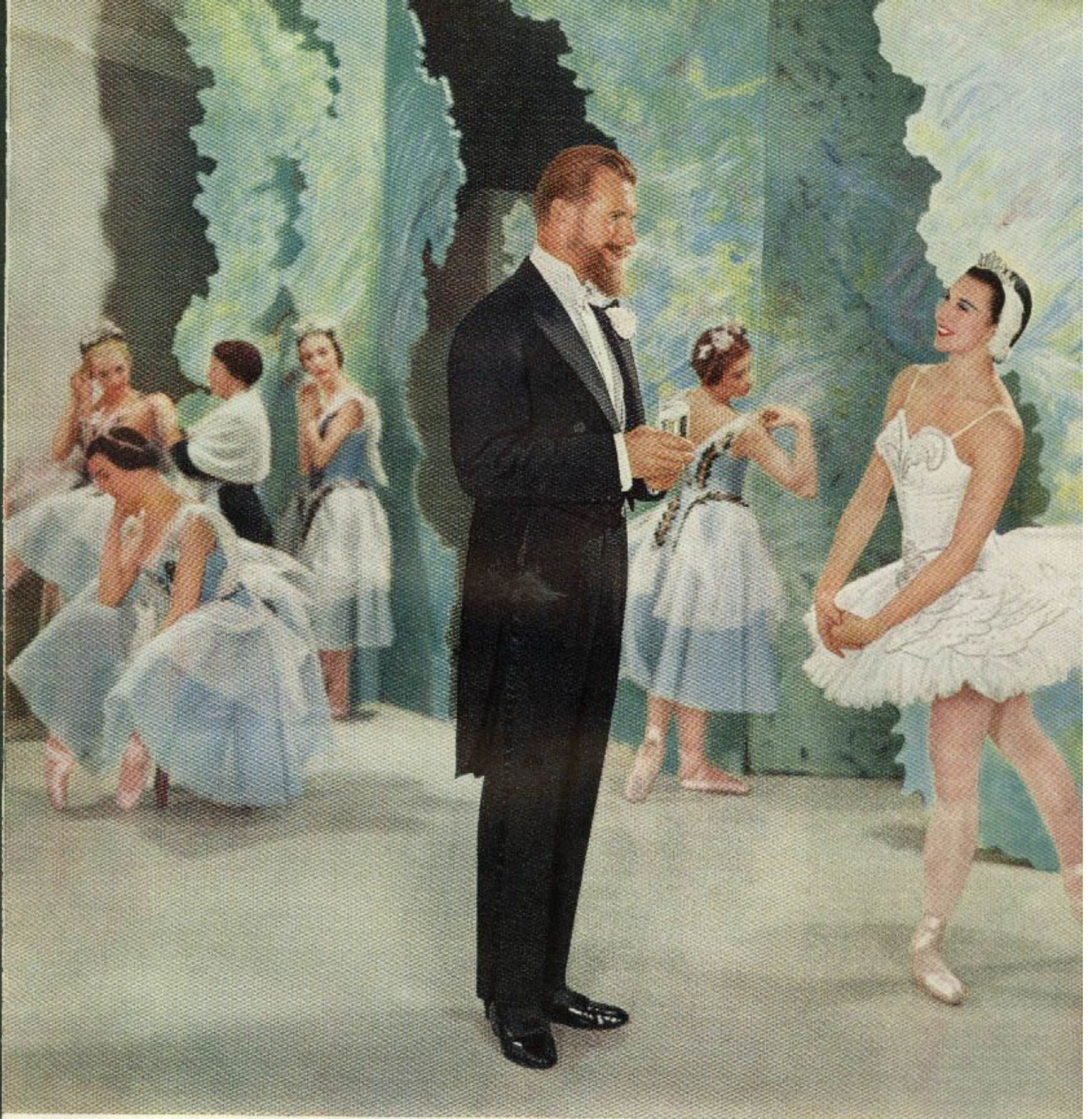
But caution! For Gin-and-Tonic as connoisseurs know it, you must have the one-and-only Schweppes Quinine Water. No other mixer comes within shouting distance of Schweppes

cool bittersweet flavor. No other mixer has Schweppes exuberant little bubbles.

"Schwepperversence lasts the whole drink through," say the English, devoutly. It's the first sentence they learn to parse in school.

P.S. Schweppes has become so preposterously popular these days that stockkeepers and bartenders are often "out of stock." If you should run into this, just drop a card to Schweppes, 30 East 60th Street, New York City, and we'll see what we can do.





Photographed during the American tour of the Sadler's Wells Ballet—of the Royal Opera House, Covent Garden.

## Prima ballerina takes her first Schweppes (in America)

**G**IVING the girl a Gin-and-Tonic in deep *mid-winter*? Has Commander Whitehead gone mad?

No bats in the Schweppesman's belfry. You see, the Swan Princess—enchanted Beryl Grey—is rehearsing for her American tour. She has just performed thirty-two fouettés. She is hot, tired, and very thirsty.

And any self-respecting ballerina, particularly if she hails from Sadler's

Wells, knows that Gin-and-Tonic is the world's most *thirst-quenching* drink. Any time. Any continent.

The English drink Gin-and-Tonic all year round. In the summer, they drink it in tall frosty glasses, with lots of Schweppes—for coolness.

In winter, they drink it in short glasses—with more *gin*.

If you are sitting in an overheated room right now, wouldn't a short

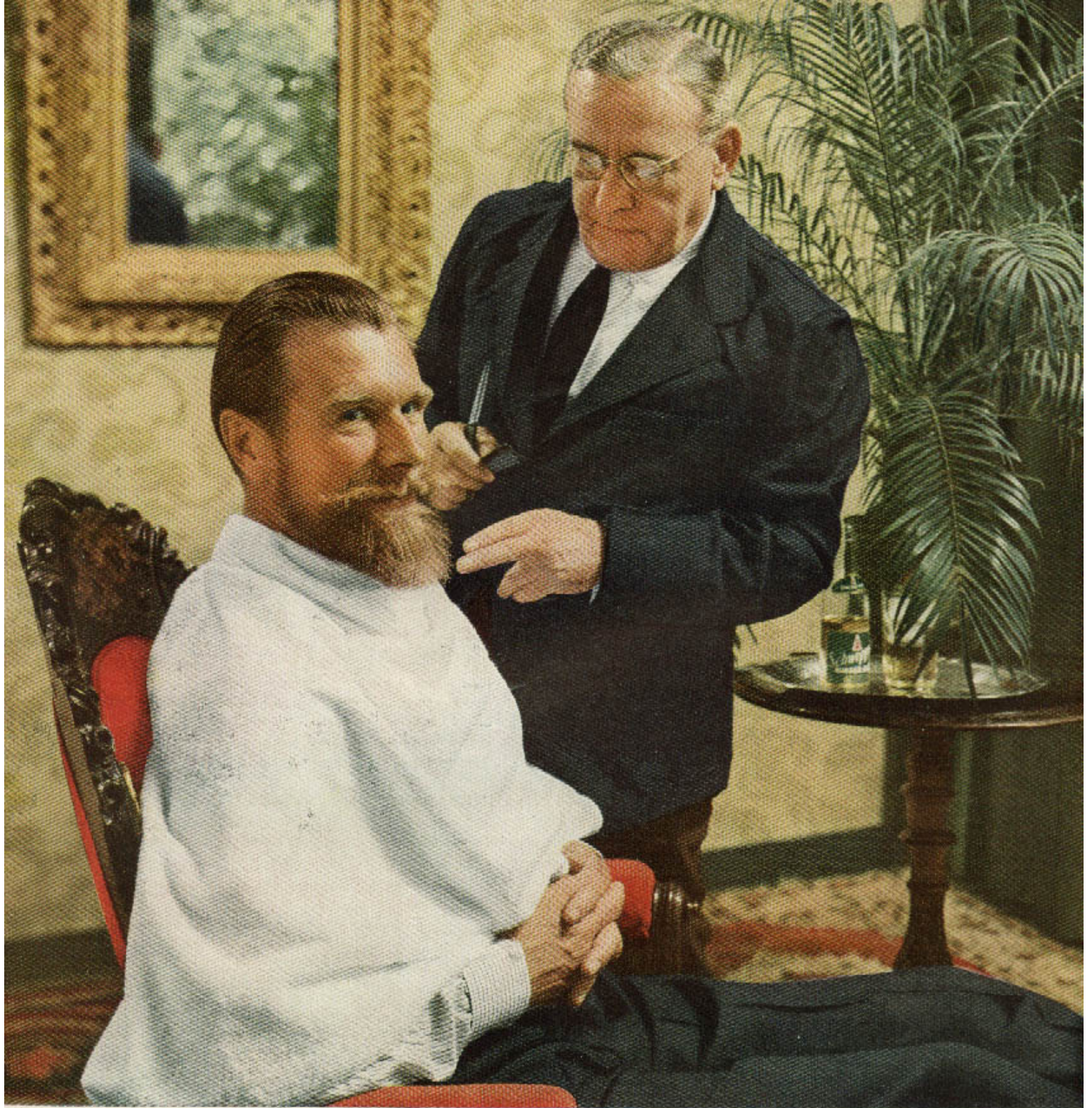
Gin-and-Tonic taste good? Wouldn't Schweppes delicious bittersweet flavor hit the spot?

So do like the English. Lay in a *winter* supply of Schweppes Quinine Water. The original tonic mixer. Remember—Schweppesverescence *lasts the whole year through!*

**P. S.** A fouetté is a split-second, one-legged turn performed by gracefully whipping the extended leg around the standing leg. Try it sometime.







## Schweppes—the emperor of all the Ginger Ales!

What goes on here?

Why is Monsieur Charles, *premier coiffeur* of the Park Lane Hotel, attending Commander Whitehead in the Commander's suite? Why not down in the Barbershop?

The answer, dear reader, is *time*—precious time.

It seems that the Schweppesman is again on an 18-hour-a-day schedule, beating the drums for another great

Schweppes mixer. This time it's Schweppes *Ginger Ale*—the emperor of all the ginger ales. As different from ordinary brands as high noon is from night.

On the corner table you can see a bottle of the Commander's Ginger Ale. (Note the *clear* glass. The English have broken the tradition of green bottles for ginger ale, the better to show off Schweppes rich amber color.)

Your whole family will adore Schweppes flavor—a true *ginger* flavor. And Schweppes is also a great *mixer*, because its Schwepperverscence *lasts the whole drink through*. Yet this sovereign Ginger Ale—made from the genuine imported elixir—costs no more than ordinary brands!

As soon as Monsieur Charles is finished, the Commander is going to have a glass. How about *you*?





## The man from Schweppes is here

**M**EEET Commander Edward Whitehead, Schweppesman Extraordinary from London, England, where the house of Schweppes has been a great institution since 1794.

Commander Whitehead has come to these United States to make sure that every drop of Schweppes Quinine Water bottled here has the original flavor which has long made Schweppes

the only mixer for an authentic Gin and Tonic.

He imports the original Schweppes elixir, and the secret of Schweppes unique carbonation is locked in his brief case. "Schweppesvicescence," says the Commander, "lasts the whole drink through."

It took Schweppes almost a hundred years to bring the flavor of their Quinine Water to its

present bitersweet perfection. But it will take you only thirty seconds to mix it with ice and gin in a highball glass. Then, gentle reader, you will bless the day you read these words.

P.S. If your favorite store or bar doesn't yet have Schweppes, drop a card to us and we'll make the proper arrangements. Address Schweppes, 30 East 60th Street, New York City.





*You recognize The Man in the White Suit—Commander Edward Whitehead.*

**The President of Schweppes U. S. A.  
tells why Schweppes Tonic always has the same classic flavor  
—whether you drink it in Hong Kong, Palm Springs, or Paris**

**W**ILL YOU love your Gin-and-Schweppes Tonic in Tasmania the way you do at home?

“Of course you will!” promises Commander Edward Whitehead, President of Schweppes U.S.A. “Because it will *taste* just as delicious. Same persistent little bubbles. Same thirst-quenching, bittersweet *flavor*.”

You see, every bottle of Schweppes Tonic, no matter *where* in the world it is bottled, begins with the same secret blend of exotic ingredients.

That’s why, in 63 countries, connoisseurs insist on Schweppes for an *authentic* Tonic Drink.

Then there’s Schweppesverescence—famous little bubbles that last your

whole drink through. Nobody, anywhere, has succeeded in imitating Schweppes unique carbonation.

So whether you ask the barman for Gin-and-Tonic, Vodka-and-Tonic, Rum-and-Tonic, or plain Tonic...see that you get *Schweppes* Tonic. Made from imported English ingredients.

Curiously refreshing!





The ship you see is the *Carinthia*, Cunard Steam-Ship Company Limited

## Unloading Schweppes elixir on Pier 92

ABOVE YOU SEE Commander Edward Whitehead, President of Schweppes U.S.A., welcoming still another cargo of Schweppes elixir to America.

The Commander imports this precious essence from England, to make sure that every drop of Schweppes Tonic bottled in America has the orig-

inal flavor. The *curiously refreshing* flavor that has made Schweppes famous all over the world as the authentic Gin-and-Tonic mixer.

Says Commander Whitehead: "It took the House of Schweppes more than a century to bring Schweppes Tonic to its bittersweet perfection. And to develop Schwepperversence—

patrician little bubbles that always *last your whole drink through.*"

But it will take *you* only seconds to mix Gin or Vodka with Schweppes and enjoy the delicious results.

P. S. Add this new drink to your Schweppertory: a jigger of Dry Vermouth over ice and Schweppes Tonic. Tastes almost like champagne!





*The President of Schweppes (U.S.A.) Ltd. gently rescues a Schweppes Tonic in distress.*

**"Never swizzle Schweppes Tonic," chides Commander Whitehead.  
"Schweppervescence swizzles itself."**

ORDINARILY the Schweppesman wouldn't dream of stopping a beautiful girl from doing any silly thing she had a mind to.

But *who* could stand idly by and watch Schweppes Tonic being swizzled? It simply isn't necessary. Schweppervescence swizzles itself

—and always has done since 1794.

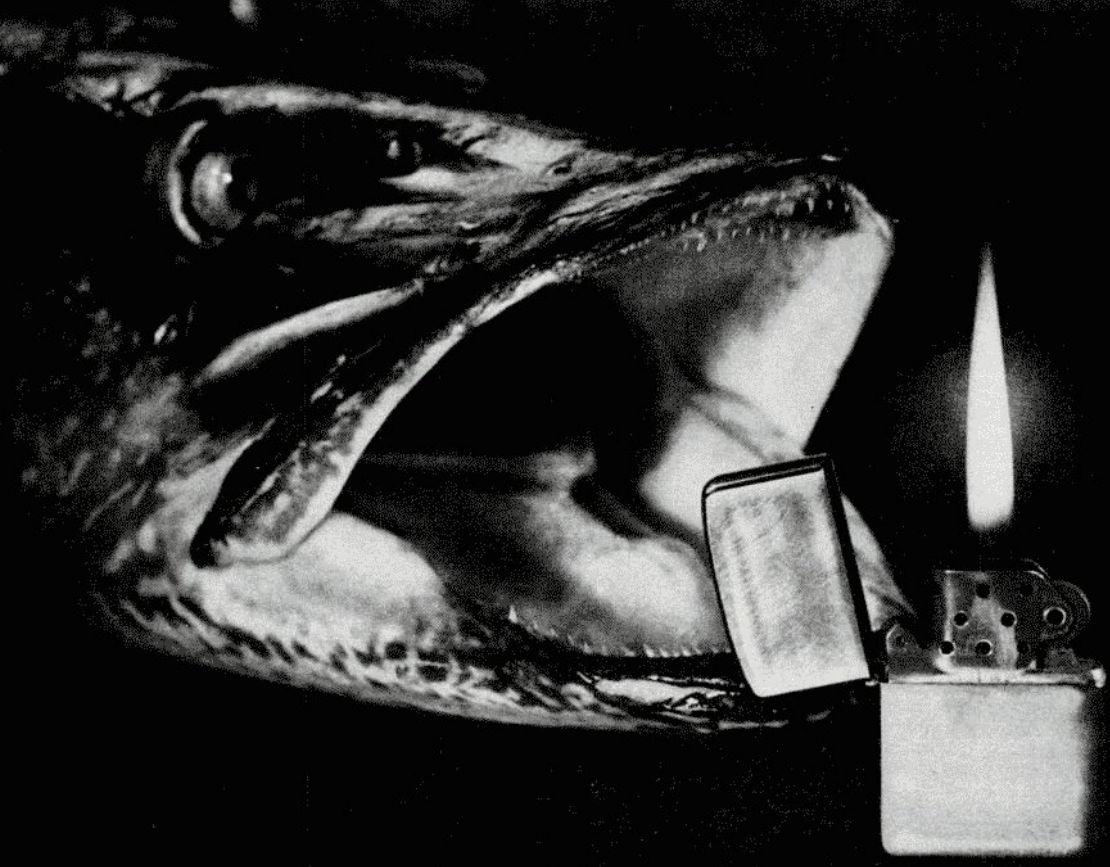
"Examine this self-swizzling Schweppervescence in action," the Commander suggests. "Just add Schweppes Tonic to your gin, vodka, or rum. Notice the patrician little bubbles swizzling, swizzling, swizzling—lasting the whole drink through. Take

a sip. Curiously refreshing!"

So next time you're about to take a swizzle stick to your Schweppes—don't. Schweppervescence swizzles itself.

(And, who knows, the Commander himself may be lurking somewhere nearby.)





THE FISH THAT SNAPPED UP THE ZIPPO LIGHTER WAS A GREAT NORTHERN PIKE, ONE OF AMERICA'S SCRAPPIEST GAME FISH.

## The amazing story of a Zippo that worked after being taken from the belly of a fish

Mr. Harry Best, recently retired fish and game protector for the New York State Conservation Department, told this remarkable but true story to the Zippo man:

"A party, just west of Cleveland on Oneida Lake, was fishing for Great Northern Pike in Three Mile Bay. They caught a Pike that weighed about 18 pounds. When they dressed the Pike, in the stomach was one of your lighters.

The Pike must have picked it off the bottom or could have grabbed it before it got to the bottom. The lighter was in fine shape which showed that it had not been lost long. The best part of it was that the Zippo lit the first time."

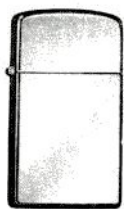
Even for a fisherman, it's quite a yarn. But then there are thousands of other Zippo lighters which have lived through adventures that would have made brave Ulysses' hair stand on end.

The Zippo man is not surprised that the lighter worked. He makes every one of his lighters to work. Not just for weeks, months or years, but *forever!*

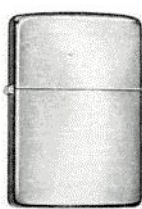
Whether you buy your Zippo lighter in a store or find it in a fish, the Zippo man offers you his same incredible guarantee: No matter how old it is or what its condition, if a Zippo ever fails to work, *he'll fix it free!*



Lossproof Zippo Lighter. In five popular sports designs. \$5.00



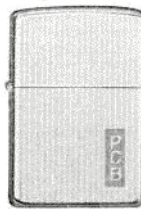
New Zippo Slim-Lighter. Same dependable action, polished chrome. \$4.75



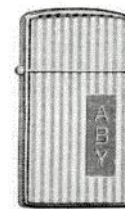
Regular Zippo. Made Zippo famous. Brush-finish chrome. \$3.50



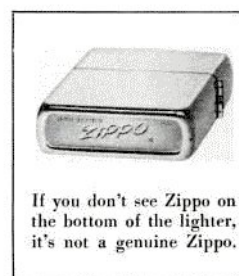
Gold-filled Zippo. 10-kt. gold fused to case, not plated. \$20.00\*



Engine-turned Zippo. Smart new design in polished chrome. \$5.75



New Zippo Slim-Lighter. Ribbon design, gleaming chrome finish. \$6.00.



If you don't see Zippo on the bottom of the lighter, it's not a genuine Zippo.



*This battle-marked Zippo in our story is still used every day.*

## **Ernie Pyle scratched his shortest war story on this Zippo lighter in 1945. It still works today.**

*No matter how old it is, if your Zippo ever fails to work, we'll fix it free.*

TIME: March, 1945. PLACE: Aboard carrier USS Cabot, CVL-28, under way, South Pacific.

Ernie Pyle was aboard. The scuttlebutt from galley to bridge was that something big was coming.

A half hour before the operation orders were to be opened, a young officer was pumping Ernie Pyle to find out where the ship was headed.

Ernie wasn't talking. He asked the officer for his Zippo lighter. With a

knife, Ernie scratched something on the bottom of the lighter. "Stick this in your pocket," Ernie said, "and promise not to look until the orders are opened."

With the first blast of the bosun's pipe for attention to orders, the young officer took the Zippo from his pocket. Scratched on the bottom of the lighter was the word, *Tokyo*.

The first all-out carrier assault on the Japanese mainland had begun.



JOE ROSENTHAL TOOK HIS FAMOUS FLAG RAISING SHOT ATOP MT. SURIBACHI, SHOWN IN BACKGROUND OF OUR PICTURE. JOE STILL USES THE LIGHTER.

## Joe Rosenthal, famous war photographer, used this Zippo on Iwo Jima in 1945. It still works today.

*No matter how old it is, if your Zippo ever fails to work, we'll fix it free*

Right after Pearl Harbor, the Army, Navy and Marine Corps turned Joe Rosenthal down. He wore thick glasses. His vision was about one-twentieth of normal.

Joe's eyesight didn't bother the Associated Press. They made him a war photographer and assigned him to the Pacific area.

Joe and his Zippo lighter saw plenty of action: Hollandia, Guam, Peleliu, the Second Battle of the Philippine Seas.

Then came Joe's big one on Iwo Jima, his famous picture of a group of Marines raising the flag of victory atop Mount Suribachi.

The picture hit the front pages like a bomb-

shell. No war picture had ever so dramatically illustrated the indomitable spirit of the American fighting man. It became the model for memorials all over the country.

Today, Joe Rosenthal is a crackajack news photographer for the *San Francisco Chronicle*. His Zippo still works. Every time.



Loss-proof Zippo. Five sports designs.....\$5.00



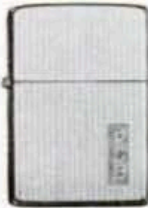
New Zippo Slim-Lighter. Polished chrome.....\$4.75



Regular Zippo. Brush-finish chrome.....\$3.50



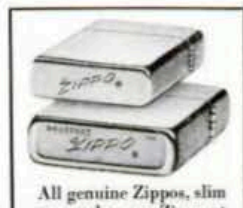
Gold-filled Zippo. 10-kt. gold.....\$20.00\*



Engine-turned Zippo. Polished chrome..\$5.75



New Zippo Slim-Lighter. Ribbon design.....\$6.00



All genuine Zippos, slim or regular, say Zippo at the bottom of the lighter.





THE 10-YEAR-OLD ZIPPO IN OUR PICTURE HAS LIGHTED ITS WAY THROUGH MILLIONS OF WORDS. MR. KANTOR STILL USES IT EVERY DAY.

## Pulitzer Prize author, MacKinlay Kantor, has used this Zippo lighter since 1951. It still works today.

*No matter how old it is, if your Zippo ever fails to work, we'll fix it free*

MacKinlay Kantor's Zippo lighter was already three years old when he started to write his magnificent Civil War novel, "Andersonville," in 1953.

In 1955, the book was published and won a Pulitzer Prize for best novel of the year. Mr.

Kantor's Zippo was still working. Every time.

Mr. Kantor is the author of such classics as "The Voice of Bugle Ann" and "Glory For Me," the poignant novel in verse which was the basis for one of the most popular movies of all time, "The Best Years Of Our Lives."

In 1956, Mr. Kantor began writing his major novel "Spirit Lake," which has just appeared. As you can see in our picture, his Zippo lighter is still working today.

Ten-, fifteen-, and twenty-five-year-old Zippos that still work are anything but rare.



Lossproof Zippo. Five sports designs.....\$5.00



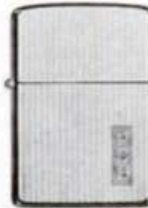
New Zippo Slim-Lighter. Polished chrome...\$4.75



Regular Zippo. Brush-finish chrome.....\$3.50



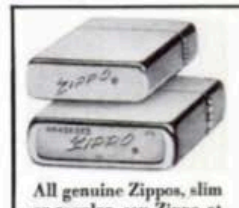
Gold-filled Zippo. 10-kt. gold.....\$20.00\*



Engine-turned Zippo. Polished chrome . . . \$5.75



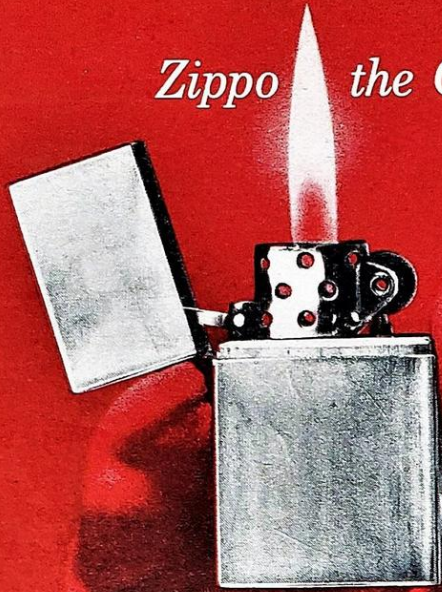
New Zippo Slim-Lighter. Ribbon design.....\$6.00



All genuine Zippos, slim or regular, say Zippo at the bottom of the lighter.

\*Subject to 10% Retail Excise Tax • ZIPPO MANUFACTURING COMPANY, BRADFORD, PA. IN CANADA: ZIPPO MANUFACTURING COMPANY, CANADA, LTD., NIAGARA FALLS, ONTARIO

*Zippo the Christmas gift that works*



THIS IS THE ORIGINAL ZIPPO. LIGHTERS LIKE IT WERE FIRST GIVEN AS CHRISTMAS GIFTS 31 YEARS AGO.

**Santa Claus slipped this Zippo into a Christmas stocking in 1932. It still works today.**

*(If any Zippo ever fails to work, we'll fix it free.)*

\*Subject to 10% Excise Tax. Engraving extra—ask your dealer. ZIPPO MANUFACTURING CO., BRADFORD, PA. IN CANADA: ZIPPO MANUFACTURING CO., CANADA, LTD., NIAGARA FALLS, ONTARIO



**\$3.50** Regular Zippo. This lighter made Zippo famous. Brush finish chrome.



**\$4.75** "Golfer" from Sports Series. Full-color designs engraved on brush chrome.



**\$4.75** Zippo Slim-Lighter. Favorite among women. Highly polished chrome finish.



**\$5.75** Regular Zippo. Smart new engine-turned design in highly polished chrome finish.



**\$6.00** Crisscross design with initial panel. Chrome finish Slim-Lighter.



**\$17\*** Sterling silver Slim-Lighter. Engine-turned design with initial panel.



**\$20\*** Regular Zippo. 10K gold-filled case. Initial panel and distinctive "Rope" design.



**\$20\*** Slim-Lighter. 10K gold-filled, sparkling "Stars" design with initial panel.



**\$140\*** Solid-gold Slim-Lighter. 14K solid gold case with classic plain design.



**\$175\*** Regular Zippo in 14K gold case. Engine-turned design with initial panel.

*Hint: get a can of Zippo Fuel and a package of Zippo Flints as an extra stocking present!*

COLLECTED BY COPYLEGENDS.COM

# Now Puerto Rico Offers 100% Tax Exemption to New Industry

by BEARDSLEY RUMML

"We don't want runaway industries" says Governor Muñoz. "But we do seek new and expanding industries." Federal taxes do not apply in Puerto Rico, and the Commonwealth also offers full exemption from local taxes. That is why 300 new plants have been located in Puerto Rico, protected by all the guarantees of the U. S. Constitution.

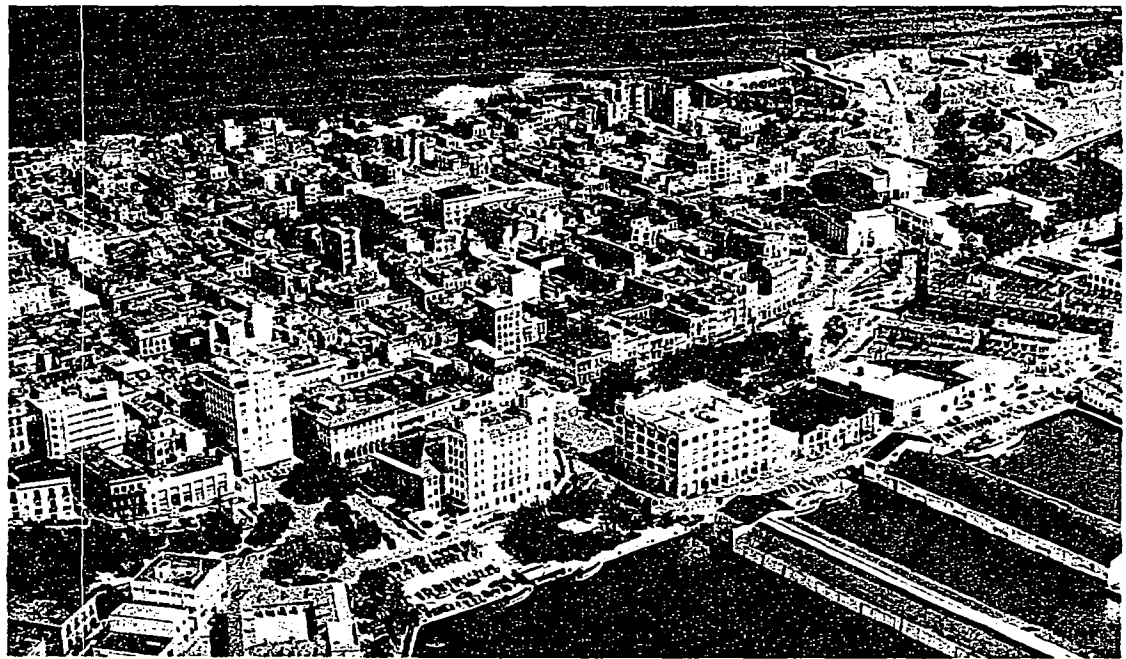


**I**n a dramatic bid to raise the standard of living in Puerto Rico, the Commonwealth Government is now offering U. S. manufacturers such overwhelming incentives that more than three hundred new factories have already been established in this sun-drenched island 961 miles off the Florida Coast.

First and most compelling incentive is a completely tax-free period of ten years for most manufacturers who set up new plants in Puerto Rico.

For example, recent analysis for one Ohio firm revealed that due to tax exemption and operating economies it will increase its net profit from \$187,000 to \$442,000 a year by locating its new plant in Puerto Rico.

The Commonwealth will leave no stone unturned to help you get started. It will build a factory for you. It



Aerial view of the modern city of San Juan, population 389,316, the capital and financial center of Puerto Rico. The city's magnificent harbor alone handled more than three million tons of freight last year.

## How Corporate Tax Exemption Boosts Profits

If your net profit after U.S. Corporate Income Tax is:	Your net profit in Puerto Rico would be:
\$ 17,500	\$ 25,000
29,500	50,000
53,500	100,000
245,500	500,000
485,500	1,000,000

## How Dividend Tax Exemption Boosts Income\*

If your income after U.S. Individual Income Tax is:	Your net income in Puerto Rico would be:
\$ 3,900	\$ 5,000
7,360	10,000
10,270	15,000
14,850	25,000
23,180	50,000
32,680	100,000
43,180	200,000
70,180	500,000

\*Dividends are tax-free only if paid to residents of Puerto Rico by a tax-exempt corporation. Examples are based on Federal rates (Jan. 1, 1954) for single persons.

will help you secure financing. It will even screen job applicants for you—and then train them to operate your machines.

## What About Labor?

Puerto Rico's labor reservoir of 650,000 men and women has developed remarkable levels of productivity and efficiency. Twenty-eight factories are now producing delicate electronic equipment.

Among the U. S. companies already manufacturing in Puerto Rico are Sylvania Electric, Carborundum Company, Remington Rand, Univis Lens, Shoe Corporation of America and Weston Electric.

Six steamship companies and four airlines operate regular services between Puerto Rico and the mainland. San Juan is just 5½ hours by air from New York. There is no duty on trade with the mainland.

## "Close to Paradise"

Listen to what L. H. Christensen, Vice President of St. Regis Paper, says:

*"The climate is probably as close to paradise as man will ever see. I find Puerto Ricans in general extremely friendly, courteous and cooperative."*

*"This plant in Puerto Rico is one of our most efficient operations, in both quality and output. Our labor has responded well to all situations."*

## Are You Eligible?

Says Governor Muñoz: "Our drive is for new capital. Our slogan is not 'move something old to Puerto Rico,' but 'start something new in Puerto Rico' or 'expand in Puerto Rico'."

The Commonwealth wants to attract all suitable industries to Puerto Rico—especially electronics, men's and women's apparel, knitwear, shoes and leather, plastics, optical products, costume jewelry, small electrical appliances, hard candy and pharmaceuticals.

To get all the facts, and to find out whether you and your company would be eligible for *complete* tax exemption, mail the coupon below for your free copy of "Facts for Businessmen."

## MAIL THIS COUPON

Economic Development Administration  
Commonwealth of Puerto Rico, Dept. T-7  
579 Fifth Avenue, New York 17, N. Y.

Mail me "Facts for Businessmen," your report of the advantages of Puerto Rico for plant location.

Name \_\_\_\_\_

Company \_\_\_\_\_

Product \_\_\_\_\_

Address \_\_\_\_\_



## Girl by a gate —in old San Juan

**T**IME STANDS STILL in this Puerto Rican patio. That weathered escutcheon bears the Royal Arms of Spain. You might have stepped back three centuries. In a sense, you have.

You start to wonder. Can this really be the Puerto Rico everybody is talking about? Is this the island where American industry is now expanding at the rate of three new plants a week? Is this truly the scene of a twentieth-century renaissance? Ask any proud Puerto Rican. He will surely answer—yes.

Within minutes from this patio, you will see the signs. Some are spectacular. The new hotels, the four-lane highways, the landscaped apartments. And some are down-to-earth. A tractor

in a field, a village clinic, a shop that sells refrigerators. Note all these things. But, above all, *meet the people.*

Renaissance has a way of breeding remarkable men. Men of industry who can also love poetry. Men of courage who can also be tender. Men of vision who can also respect the past. Make a point of talking to these twentieth-century Puerto Ricans.

It won't be long before you appreciate the deeper significance of Puerto Rico's renaissance. You'll begin to understand why men like Pablo Casals and Juan Ramón Jiménez (the Nobel Prize poet) have gone there to live.

© 1958—Commonwealth of Puerto Rico,  
666 Fifth Avenue, New York 19, N. Y.

◀ *How to find this patio in old San Juan. Ask for the City Hall. They call it the Ayuntamiento, in Spanish. Walk straight through this 17th Century building and there is your patio. Our photograph was taken by Elliott Erwitt.*

# Why Puerto Rico is the most profitable of Omark Industries' 14 plant sites in 5 countries

Here are the reasons why this Oregon metals fabricator's plant in Puerto Rico is their leading profit maker worldwide.

Send in the coupon below to discover what these same reasons can mean to you and your company's profits.

**O**MARK INDUSTRIES, a major manufacturer of cutting chain, hydraulic loaders and industrial fasteners, started in Puerto Rico in 1965 with a cutting-chain plant in Bayamón.

Last year, this single 45,000-sq.-ft. facility earned over half of the company's total after-tax profits. Here are some of the reasons why.

## 100% tax exemption

Although Puerto Rico is an integral part of the U.S., there are no federal taxes. What's more, Puerto Rico offers qualified manufacturers like Omark 100% exemption from all local taxes for up to 30 years. In Puerto Rico, the profit you make is the profit you keep.

In 1974, this combination of tax exemptions alone contributed \$2,500,000 to Omark's net income of \$9.8 million.

## 51% of profits

The income from the sale of products made in the Puerto Rican plant, combined with the tax benefit, contributed a total of \$5 million—an astounding 51% of the company's entire profits worldwide.

In 1965, Omark sent 12 workers from Puerto Rico to the company's Portland, Oregon, headquarters to be trained as plant foremen. They worked hard and learned fast.

## All personnel Puerto Rican

These men returned to start up the Bayamón plant together with Omark supervisors from the U.S. mainland. Today, every one of the 230 people in that plant, management and labor, is Puerto Rican.

Their record of productivity and willingness to work hard speaks for itself. Between 1970 and 1974, output



Omark's 230-man Bayamón plant is staffed entirely by Puerto Ricans, workers and management.

from the Bayamón facility almost doubled without hiring any new employees.

## 3 hours to New York

About 40% of the saw chain made by Omark in Puerto Rico is shipped to the U.S. mainland. Air freight reaches Miami in only two hours, New York in three hours. Puerto Rico's modern fleet of container and trailer ships make weekend deliveries to New York in only 84 hours.

No plant location on the island is more than three hours from a major port over Puerto Rico's 6,500-mile network of paved roads. San Juan alone is served by 30 shipping lines and 15 scheduled airlines.

## Government cooperation

Puerto Rico's Economic Development Administration (Fomento) helped Omark and is ready to help you. How? By smoothing your way with government agencies. By helping you select and train workers. By doing what needs to be done to expedite plant start-up.

The Puerto Rico Industrial Development Co. (PRIDCO) will give you the benefit of its know-how in the selection and preparation of a plant site. They can show you their "shopping list" of choice industrial locations, with over 1,000,000 sq. ft. of factory space ready for immediate occupancy.

## Many companies expanding

If you need to expand but are hesitant in the present uncertain economy, consider this—Puerto Rico's unique combination of incentives continues

to attract new manufacturers and to encourage many already on the island to expand operations there.

Omark is one of those who are expanding. The company plans to invest \$2 million to expand its Bayamón facility and has applied for a 25-year tax exemption for a new 35,000-sq.-ft. plant in Cidra in central Puerto Rico.

## Send for profit booklet

Omark is only one of the many U.S. manufacturers who have made more profits in Puerto Rico than in any other industrial location.

Get the full story on how Puerto Rico manages to continue to attract industry even in the midst of economic uncertainty. Send this coupon today for our new 20-page booklet.

Commonwealth of Puerto Rico  
Economic Development Administration  
Dept. NB-1, 1290 Ave. of the Americas  
New York, N.Y. 10019

Please send me your free new booklet, PUERTO RICO—PROFIT ISLAND, U.S.A., with up-to-date facts and figures which explain how, even in today's uncertain economy, Puerto Rico provides manufacturers a profitable climate unmatched anywhere.

The products I might be interested in manufacturing in Puerto Rico are:

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

©1975, Commonwealth of Puerto Rico



# Darling, I'm having the most extraordinary experience...

*I'm head over heels in DOVE!*

No, darling—DOVE. D—like in *delicious*.

I told you, sweet. I'm in the tub. Taking a bath.

A DOVE bath—my very first. And what a positively gorgeous time I'm having! It's just as if I'd never really bathed before!

No, dear, it isn't a soap. Soap was never like this. So wickedly creamy.

That man on television said that DOVE is one-quarter cleansing cream—that it actually creams my



skin while I bathe—and now I really believe him.

Why, DOVE even *smells* creamy. Such a lovely, lush, expensive smell!

Remember "The Great Ziegfeld," dear? How Anna Held bathed in milk? And Cleopatra—one hundred

mares or something *milked* every day for her bath?

Well, darling, I'm all over *cream*. Just imagine, cream tip to toe. Arms. Legs. *All* of me!

And clean! Just the cleanest girl I've ever been. *Smothered* in suds. Why honey, DOVE makes suds as quick as bubble bath. Oodles of suds. Oceans of. I don't know what I ever did to *deserve* DOVE!

Did I tell you that DOVE is sort of *me-shaped*? That it's curved to fit my hand, so it doesn't keep slithering away in the tub?

And you know how soap leaves your skin so *dry*? That nasty stretched feeling? Well, DOVE makes me

feel all velvet and silk, all *soft and smooth*. Just the most pampered, the most spoiled, girliest girl in the world. Darling, I'm *purring*.

And I won't even have to scrub out the tub when I'm through. DOVE leaves no bathtub ring. It says so right here on the package. Such an *enchanting* package, too—all pale blue and *gold*.

Sweet, I can't imagine why I used to save DOVE only for my face. Soap is soap, but a bath with DOVE is *heaven!*

*And just think, darling—tomorrow night, I can do it again.*



#### NOTE TO EAVESDROPPERS

You can buy the remarkable new bath and toilet bar called DOVE today, at your favorite store. DOVE is a completely new formula. DOVE makes rich lather in hardest water. And because DOVE creams your skin while you bathe, DOVE is good for your skin. Lever Brothers, makers of DOVE, guarantee that DOVE is better for your face, your hands, all of you, than regular toilet soap. If you don't agree, you'll get back what you paid.

**DOVE** creams your skin while you bathe

COLLECTED BY COPYLEGENDS.COM

# Suddenly DOVE makes soap old-fashioned!

New bath and toilet bar creams your skin while you bathe.

DOVE is one-quarter cleansing cream. It leaves your skin soft and smooth—without the dry feeling caused by soap.



Here is a remarkable new development—called DOVE. It looks like soap, and you use it like soap. But dove is a completely new formula.

**One-fourth of every cake of DOVE is cleansing cream!**

You can actually smell dove's delicious, creamy fragrance. One quarter of every cake is cleansing cream.

That's why you can wash your face as often as you like—when you change to DOVE. And your skin won't get the dry feeling that soap gives you. Because DOVE is milder than soap. Even milder than "baby" soaps. And 100 per cent resistant—like rain water. No wonder DOVE leaves your skin feeling soft and smooth.

DOVE also leaves your skin cleaner than any soap or

cleansing cream. And a clean skin is a clear skin—gloriously fresh and wholesome—with every speck of grime and make-up removed. You're going to look as lovely and alive!

**Quick, rich lather in all waters**

dove bubbles instantly into waves of the richest, creamiest lather you've ever seen. Even in the hardest water. How come? Because it contains an exclusive new lathering ingredient found in no other bath or toilet bar.

This ingredient gives dove an utterly new kind of lather. Thick, soft and snowy white. Like whipped cream. Very different from ordinary soap.

**You get your money's worth**

Consider what you pay for a jar of good cleansing cream.

Then remember that dove's remarkable lather cleans and creams at the same time. Naturally, dove costs a little more than commonplace toilet soap, and it's worth it! You'll discover that with dove, everyday washing becomes "special occasion."

The makers of DOVE are none other than Lever Brothers—pioneers in the science of soap-making.

And Lever Brothers unconditionally guarantee that DOVE is better for your face, your hands, all of you, than regular toilet soap. If you don't agree—we'll give you back every penny you paid.

DOVE has a fascinating shape—sculptured to fit the hand. It comes in a glamorous blue and gold box. You can buy it today at any grocery store, drug store or department store.



**DOVE TURNS A BATH INTO A BEAUTY TREATMENT**

dove leaves your shoulders, arms, legs—all of you—feeling as cool, so soft, so feminine! And dove is delicately scented. In have you smelling deliciously fragrant after your bath.



**DOVE IS ONE-QUARTER CLEANSING CREAM**

You can smell the rich beauty-cream fragrance in every bar of DOVE. It's at least three times more creamy than any soap. DOVE is actually good for your skin.



# DOVE

Soap dries your skin but DOVE creams your skin while you bathe

# GUINNESS GUIDE TO OYSTERS



**CAPE CODS :** An oyster of superb flavor. Its chief enemy is the starfish, which wraps its arms about the oyster and forces the valves open with its feet. The battle lasts for hours, until the starfish is rewarded with a good meal, but alas, no Guinness.



**NEW ORLEANS :** This was Jean Lafitte's oyster, which is now used in Oysters Rockefeller. Valuable pearls are never found in *ostrea virginica*, the family to which East Coast oysters belong.



**GREENPORT :** These oysters have a salty flavor all their own. They were a smash hit with the whalers who shipped out of Greenport in olden days. Oysters contain iron, copper, iodine, calcium, magnesium, phosphorous, Vitamin A, thiamine, riboflavin and niacin. The Emperor Tiberius practically lived on oysters.



**OYSTER BAY:** Oyster Bays are mild and heavy-shelled. It is said that oysters yawn at night. Monkeys know this and arm themselves with small stones. They watch for an oyster to yawn and then pop the stone in between the shells. "Thus the oyster is exposed to the greed of the monkeys."



**TANGIER :** This is one of the sweetest and most succulent oysters. It comes from the Eastern Shore of Maryland. Pocahontas fed Tangiers to Captain John Smith, with famous results. Oysters go down best with Guinness, which has long been regarded as the perfect complement for all sea-food.



**BLUEPOINTS :** These delicious little oysters from Great South Bay somewhat resemble the famous English 'natives' of which Disraeli wrote: "I dined or rather supped at the Carlton . . . off oysters, Guinness and broiled bones, and got to bed at half past twelve. Thus ended the most remarkable day hitherto of my life."



**LYNNHAVEN :** These gigantic oysters were Diamond Jim Brady's favorites. More fishermen are employed catching oysters than any other sea food. The Damariscotta mound in Maine contains three million bushels of oyster shells, piled there by pre-historic Bradys.



**DELAWARE BAY :** This was William Penn's favorite oyster. Only 15% of oysters are eaten on the half-shell. The rest find their way into stews, or end their days in a blaze of glory as "Angels on Horseback." One oyster was distinctly heard to whistle.



**CHINCOTEAGUES :** Many epicures regard Chincoteagues as the supreme aristocrats of the oyster tribe, but some West Coast gourmets prefer the Olympia oyster, which is no bigger than your thumbnail. Both Chincoteagues and Olympias are at their best with Guinness.

ALL OYSTERS taste their best when washed down with drafts of Guinness—what Professor Saintsbury in "Notes On A Cellar-Book" called "that noble liquor—the comeliest of black malts." Most of the malt used in brewing Guinness comes from the fertile farms of Southern Ireland, and the yeast is descended from the yeast used by Guinness in Dublin one hundred and ninety years ago.

For a free reprint of this advertisement, suitable for framing, write Arthur Guinness Son & Co., Inc., 47-24 27th Street, Long Island City, New York.



Guinness® Stout brewed by Arthur Guinness Son & Co., Inc., Long Island City, N. Y. ©1951



# A challenge to women who would never dream of serving margarine

We bet you the price of a pound that your husband can't tell the difference between the new GOOD LUCK margarine and "you-know-what"

LEAVE US FACE IT. We know dozens of women who wouldn't put margarine on their tables for all the tea in China.

We don't blame these people, not one bit. As a matter of fact, our own wife used to be the same way.

Her prejudice against margarine dated back to her childhood, when she was given old-fashioned lard. It was made of beef-fat—and tasted perfectly awful.

Last week she tasted our new golden GOOD LUCK. To tell you the truth she had to taste it, because we work for Lever Brothers and our wife knows which side her bread is margarine on.

She was flabbergasted.

"Here," she said, "is something to be proud of. I would never have known that it was margarine. This stuff is in a class by itself. From now on, anyone who pays eighty cents a pound just isn't smart."

And so forth, for half an hour.

That night we gave a party, and we got a notion to play a little trick on our guests. So we filled our French crocks with this new GOOD LUCK, and printed them with antique molds, like you see here.



After dinner we let the cat out of the bag. Nobody could believe that they had been eating margarine.

They had been taken in, completely and absolutely, every man jack of them. And they loved it! We made eight converts to GOOD LUCK that night.

### Your Money Back

We know you can convert you, too, so we make this sporting offer: Put a pat of GOOD LUCK on your husband's hot toast at breakfast tomorrow morning. Don't say a word. Just watch him out of the corner of your eye.

If your husband guesses that GOOD LUCK is margarine, we will repay you what you paid your grocer, plus postage. And no questions asked.

### You Can't Tell the Difference

The inside story behind this new GOOD LUCK is absolutely fascinating.

We set out to produce a margarine



which could hold its own with "you-know-what". A margarine which the most persnickety people would be happy to serve on their tables. A margarine which would be "indistinguishable."

It took us fourteen years of secret research to do this trick. But we did it all right.

The actual flavor of GOOD LUCK was achieved by adapting a remarkable technique discovered at a famous State College of Agriculture, in the farm belt.

As a matter of fact, 97% of our ingredients come from American farms. There is nothing "synthetic" about GOOD LUCK.

### Why Farmers' Wives Switch

We never expected to see farmers' wives switch to margarine. We thought they would be the last to see the light.

But the truly astonishing fact is this: in those country districts where we have introduced GOOD LUCK, thousands of farmers' wives are now serving this new golden glory at every meal. Even their husbands can't tell the difference!

### Is GOOD LUCK as Nourishing as "You-Know-What"?

The latest medical evidence proves that the new GOOD LUCK is, if anything, more nourishing than "you-know-what".

For example, GOOD LUCK gives you a minimum of 15,000 U.S.P. units of Vitamin A in every golden pound—more than you get in thirty glasses of Grade A milk!

What's more, GOOD LUCK gives you these vitamins all the year round—not just in summer, when the grass happens to be green in the pastures.

This is terrifically important, because doctors have discovered that more than half of our teen-agers are not getting enough Vitamin A in their present diet.

You mothers know this is very serious, because Vitamin A is essential for growth, for good skin, and for resisting infection.

which is unconditionally guaranteed by Lever Brothers Company.

But the amazing fact is that GOOD LUCK costs no more than old-fashioned lard!

So treat yourself to the best, and still save as much as 50¢ a pound—enough to buy two extra quarts of milk for your family!

In the words of our wife, be smart—get GOOD LUCK!

### Strong Boys—and Pretty Girls

Give your boys plenty of GOOD LUCK, and it will help make them big and strong.

Give it to your girls, and it will actually help them have pretty complexions—this is a scientific fact.

In addition to fortifying GOOD LUCK with Vitamin A, we also add thousands of gallons of fat-free milk, which contains valuable solids and minerals.

### Save 50¢ a Pound

You might expect to pay a fancy price for this glorious new table margarine,



Lever Brothers Company 250 Park Ave., N. Y.

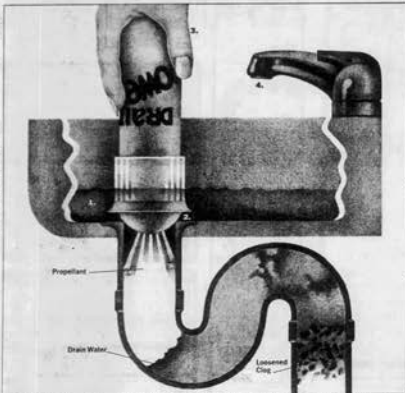


# REVOLUTIONARY NEW KIND OF DRAIN OPENER INVENTED; UNCLOGS DRAINS IN 1 SECOND

**NO LYE OR ACID**  
Worry of Handling Chemicals Over

**COSTS NO MORE TO USE THAN LEADING LIQUID LYE**

Drain Power is not only far safer than the leading liquid drain opener, it actually costs no more to use. If you avoid scorching by directions, you can get only one package for use in a hole in the liquid drain opener—developed just for unclogging with costs. But you can get an additional 25 packages from a one-ounce can of Drain Power. (Average cost per ounce is just 1¢.)



**METHOD CALLED MIRACULOUS**  
**Unclogs With Pressure Instead of Lye or Acid**  
**New Product Is Aply Called Drain Power\***

CLETON, N. J.—The Glaxovent Products Corporation has announced the invention of an entirely new kind of drain opener which seems destined to make conventional liquid and crystal drain openers all but obsolete.

**Women With Problem Drains Rejoice**  
The new product, called Drain Power, works in a totally different way. Unlike old-style liquids and crystals, Drain Power contains no lye or acid. Instead, it works by pressure.

**Rests the Plumber**  
Glaxovent officials, surprised to receive such glowing new products, are so satisfied about Drain Power that they have named it "Drain Power." Edward H. Page, Director of Marketing, said, "The last time that I would take a woman to deal her plumbing was when she called Drain Power for her sink or tub running freely again. And she was so happy about something I've said to do the job."



**Safe to Pipes**  
What effect does Drain Power have on the important plumbing connections? Even without the water, Drain Power will not harm aluminum, brass, copper, galvanized, plastic, or steel pipes.

**Non-Polluting—Boon To Homes With Septic Tanks**  
One of four brands in the U.S. reliance-septic tanks or cesspools instead of sewers are to carry away.

**New Product Opens Clogged Drains in One Second**  
With 1.1 P.M.P. stick with 1.2 inches of cold standing water. 2. Remove strainer or stopper

from drain and quickly insert one of Drain Power can into drain opening. 3. Push bottom of can firmly downward for one second. Miraculously, the drain is opened. 4. Run hot water for one minute to flush loosened particles down drain.

## INVENTION WORKS AT SPEED OF SOUND; MAY MAKE OTHER DRAIN OPENERS OBSOLETE

Drain Power may be the world's fastest drain opener you can try to stress. Performance figures recently released by the Glaxovent Products Corporation of Clifton, New Jersey, assure purchasers of the new drain-opening product, sure, in a word, most long-lasting.

Robert Finkel, Research Product Manager at Glaxovent, and one of the inventors of Drain Power, explained that Drain Power works by discharging a propellant in the drain. This is the same mechanism which will flush down in 1/2 second.

With 1.1 P.M.P. Drains in U.S. It is estimated that there are one million drains in the U.S. with the potential of clogging up.

Drain Power is a straight line through the drain, water at the almost unbelievable rate of 4,376 feet per second—10 times speed of sound!

These shock waves break:

Clogged and/or Sluggish Drains:	Minimum Wait After Use*
Drain Power	1 second
Leading Crystal	15 minutes
Leading Liquid	30 minutes

\*See package directions.

ing at high speed breaks the clog in the pipe and impact and push it through the pipe and into the sewer or septic tank.

If takes one second or less for this to happen, according to Edwin Scholten, Director of Research and Development, the stick or tube used then is used considerably. A comparison of the waiting time before a drain can be used between Drain Power and conventional drain openers is impressive by the best.

(See chart at left.)

**Things To Remember Before Using Drain Power**  
Almost all sinks, bathtubs and tubs have an overflow pipe. When using Drain Power, the overflow pipe should be plugged. Plug with a stopper or cork. Plug with a stopper or cork.

**Drain Power Now Available Wherever Drains Openers Are Sold**  
Look for your favorite retail package of Supermarkets, Hardware Stores, Discount Houses and Drug Stores/Caters.

**Drain Power Now Available Wherever Drains Openers Are Sold**  
Look for your favorite retail package of Supermarkets, Hardware Stores, Discount Houses and Drug Stores/Caters.

### SPECIAL NOTICE:

Do not use Drain Power in clogged drains where hot or acid drain cleaners have been previously used and may still be present.

If the drain has been completely flushed of these chemicals, Drain Power can be used.

Drain Power works by pushing a mixture of catalyst against the drain blockage. Drain Power cannot burn you, but the splash back of lye or acid can.

**Long Hair Loss Drain Power**  
Do not touch your hair or get on hair. Long hair will be pulled out by the pressure of the drain opener. If you are wearing contact or sunglasses, Drain Power must be removed from your eyes.

**GLAXOVENT GUARANTEES:**  
Drain Power will unplug your drain or your money back.

## SAVE 30° ON AMAZING NEW DRAIN POWER

30°
STORE
COUPON
30°

**30° OFF**  
when you try new Drain Power

30°
30°

This coupon entitles you to a 30% discount on one 1.1 P.M.P. Drain Power can (1.2 oz.) when you purchase one or more cans of Drain Power (1.2 oz.) at the regular price of 30¢ per can. This offer is good only at participating stores. See package for details. Good only in the U.S. and possessions. Expires 12/31/71.

### Massive Clog Of Human Hair, Grease, Soap And Coffee Grounds Dislodged In One Second As Drain Power Beats Liquid And Crystal Drain Cleaners In TV "Race"

NEW YORK Camera-men and stagehands watched in amazement as Drain Power's incredible open was demonstrated during the live tele-casting of a television commercial in a New York City.

The "start" of the commercial was witnessed on stage. First, three glass drains

were deliberately clogged with human hair, soap grounds, coffee and fat. The grounds then, an artificial "back block."

At the word: "Ready, Set, Go!", two conventional, ready-mixed acid-squeezed liquid and crystal drain cleaners were tried. Their respective drains.

Giving the competition a "rear head start," the third window "raced" on to the drain, inserted her bar on of Drain Power, gave the drain a firm downward push and—while the drain was still and free-running again.

The competition? Still clogged long after Drain Power had cleared its drain.



*The quiet supper reaches of the Thames near Lechlade in Gloucestershire.*

### Memo to Company Presidents:

## Reward your top executives with a sabbatical year in Britain—on half pay

After ten years' service, offer a top executive a sabbatical in Britain on half his salary. Say this comes to \$12,000. This will be more than enough for him and his family to live in comfort. Your man will find new stimuli to recharge his batteries and rewind his creative mainspring.

**E**VEN the best executive needs new experience to give him a new lease on life—to broaden his scope and his perspective. He needs a sabbatical.

Tensions unwind. Anxieties evaporate. You rediscover yourself and your sense of proportion. You see new horizons. You come back feeling ten years younger. And management benefits as a result.

#### **The practical side**

Reward a \$24,000-a-year executive with cash, and most of it goes in taxes.

Give him a year's sabbatical in Britain on half pay, and he pays less taxes at home, while the value of his dollars almost doubles in his pocket.

#### **How far does \$12,000 go?**

The average British executive gets about \$8,000 a year. So your man on half pay is affluent.

Consider some typical costs: you can rent a furnished three-room cottage for \$60 a month; you pay about \$3.75 for bed and breakfast in Britain's country inns. And \$50 hires a self-drive car for a week, gas included.

#### **Prices aside, why Britain?**

A good sabbatical should combine maximum refreshment with minimum strain. Britain scores gloriously on both counts. Here's why:

**1.** You do not find yourself among strangers in Britain. You are among people who speak your language and share your values. You exchange ideas as easily as you do at home.

**2.** Go motoring in Britain and you rediscover the long-lost joys of driving. Britain is about the size of Wyoming, yet there is more road per square mile than in any other country. You drive everywhere—and seldom have to hoof it. And over 60,000 roadside inns are waiting to welcome you.

**3.** If you have children, don't hesitate to bring them along. British schools are second to none. Indeed, the whole courteous atmosphere of Britain is an object lesson. The country itself is an education, for American roots grow deep.

**4.** Then there's your own stimulation. This, after all, is the true purpose of the sabbatical.

Now is the time to read the books

you have missed for lack of time or energy. There are almost twice as many theatres in London as there are in New York, and three dozen British towns have first-rate repertory companies. There are nineteen major festivals each year, and there are five symphony orchestras in London.

As for sport; golf and hunting are both superb. Horse racing is a year-round affair. And no place in Britain is more than 70 miles from the sea. Even Britain's much-maligned weather may surprise you. South East England has half the yearly rainfall of New York.

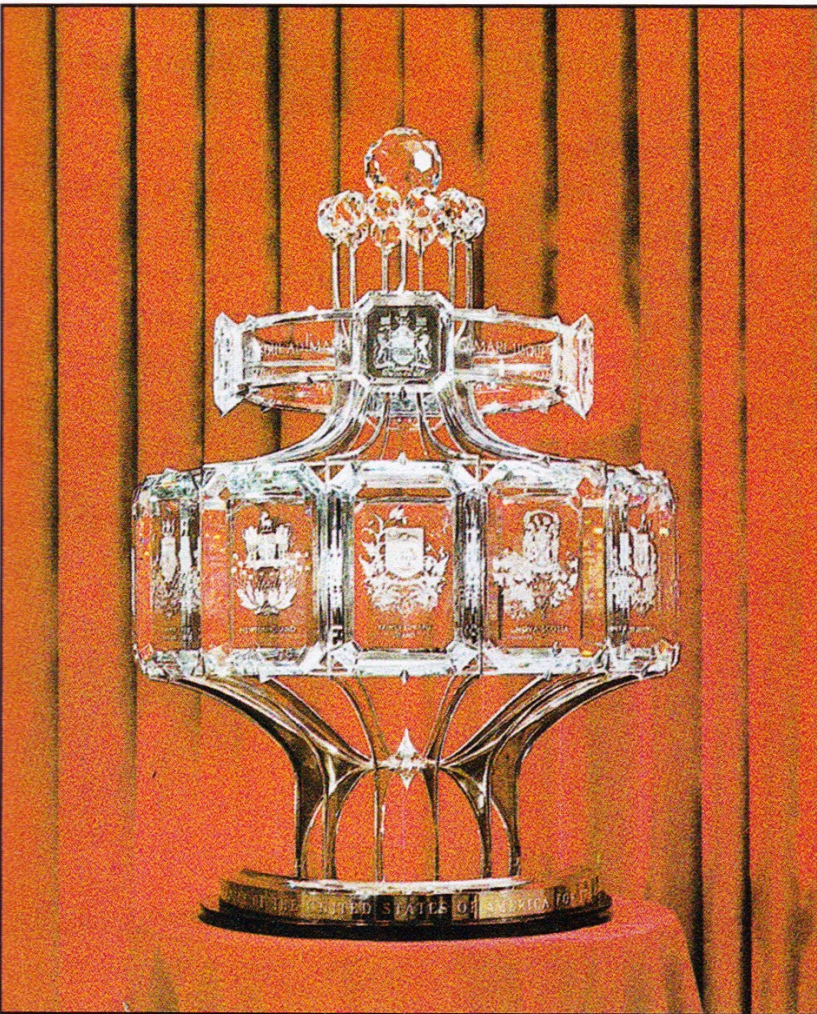
#### **Must it be a year?**

Not a bit of it. We suggest a year because it has the proper presidential grandeur.

A year gives time for refreshment to come home to roost, for some say that it takes a couple of months to assuage a good executive's guilt about the prospect of a year's idleness. As the senior executive of your company, why not put yourself to the test?

#### **PRESIDENTS PLEASE NOTE**

For free literature, facts and figures, have your secretary write to the British Travel Association, Box 133, on your company letterhead. Any of the following addresses will do: In New York—680 Fifth Ave.; in Los Angeles—606 South Hill St.; in Chicago—39 South La Salle St.; in Canada—90 Adelaide St. West, Toronto, Ont.



FOR THE PEOPLE OF CANADA  
ON THE CENTENARY OF CANADA'S NATIONHOOD  
FROM THE PEOPLE OF  
THE UNITED STATES OF AMERICA

**T**HE GREAT RING OF CANADA, "a gift from the people of the United States to the people of Canada, was unveiled at Montreal on May 25, 1967, by the President of the United States.

It symbolizes Canada: ten Provinces, two Territories together forming one great Nation.

Designed by Donald Pollard in collaboration with Alexander Seidel, the piece stands 40 inches high—28 inches in diameter.

The great ring is formed of twelve emerald-cut crystal plaques. They are engraved with the coats of arms and official flowers of the ten Provinces and two Territories of Canada.

The smaller ring of clear, cut crystal holds four plaques engraved with the Arms of Canada and the formal Maple Leaf of the Canadian flag. Around the smaller ring itself is Canada's motto: "A MARI USQUE AD MARE"—from sea to sea, taken from Psalm 72:8.

The rhodium-plated steel base is inscribed with the dedication: "for the people of Canada on the centenary of Canada's nationhood from the people of the United States of America." Designed and made by Steuben Glass.



STEUBEN GLASS



## Shop at **Sears** and save

(their profit is less than 5%)

Sears, Roebuck always charges lower prices than others charge for equal quality. Read how this enlightened policy is made possible by unique know-how in buying, combined with a modest margin of profit.

**F**IFTY anonymous men and women went shopping yesterday. Across the country. They bought every imaginable kind of merchandise. Ribbons. Tires. Refrigerators. Bicycles. Skirts. Clocks.

These men and women are Sears comparison shoppers. Their purchases, with price attached, are sent to Sears' main office every day.

There, they are checked for quality and price against Sears merchandise. Sears analyzes the lowest-priced article available in the same category in every category.

If Sears cannot offer an equal product for less money or a superior product for the same amount, Sears does not offer you this product at all.

This remarkable policy is possible for two reasons.

First, Sears is content to take a modest profit. Its net profit last year was less than 5%.

Second, the Sears people know how to buy.

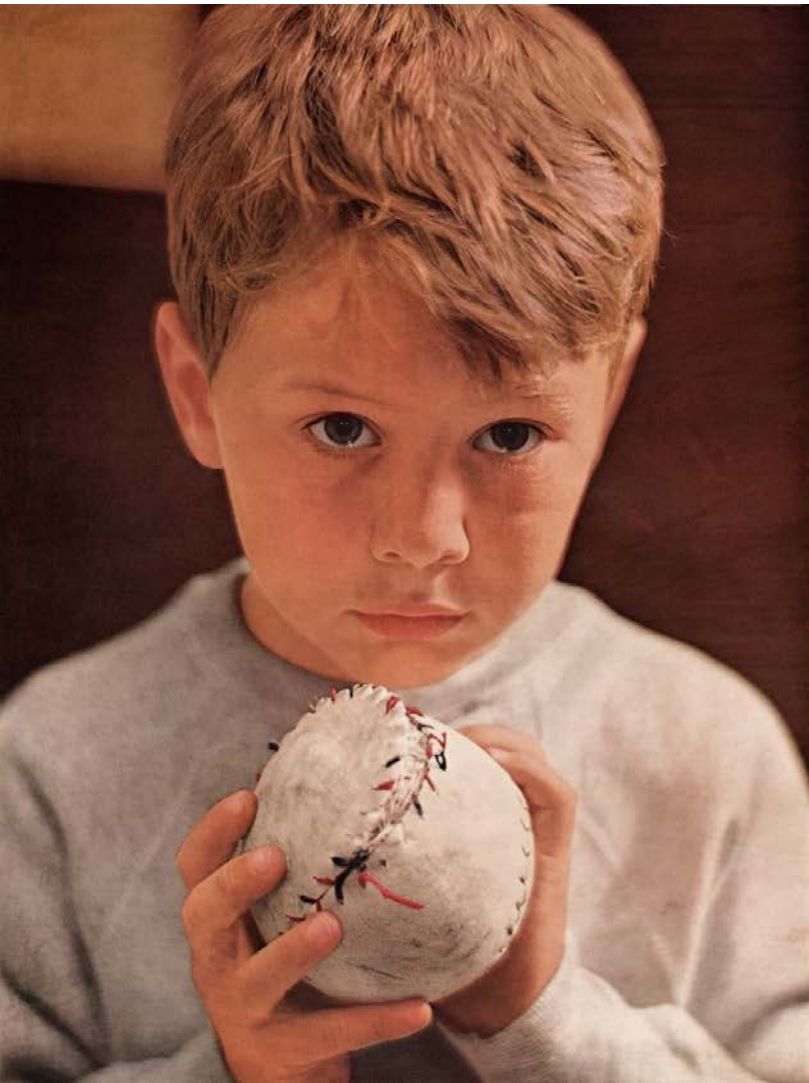
They buy from thousands of small, efficient factories. These factories are located close to Sears stores and mail-order houses—in our shipping areas.

The Sears buyers work intimately with their suppliers. They will help a manufacturer work out the most economical production system. They will advise him on every aspect of his business.

The manufacturer's cost of production is reduced. Sears' cost of distribution is reduced. And the prices you pay are reduced—drastically.

The results of this policy have been very good for Sears. And for Sears' suppliers. And for you. Shop at Sears and save!

◀ Shop at one of Sears' 140 modern department stores, 349 catalog sales offices, or by phone or mail—and save.



## How to get your money back at **Sears**

Just ask for it! When Sears, Roebuck and Co. says: *Satisfaction guaranteed or your money back*, there are no ifs, ands, or buts about it. Read how Sears backs up its famous promise. Not sometimes, but *all the time*.

**W**E guarantee satisfaction and safe delivery on everything you order." These words first appeared in a mail-order catalog 62 years ago. They were written by Richard Sears—a young Chicago merchant who built a giant business by giving his customers a fair shake for their money. Today, Sears, Roebuck and Co. still faithfully observes its promise: Satisfaction guaranteed or your money back.

### How Sears keeps its promise

How can Sears afford to back up this ironclad guarantee? By making certain that customer dissatisfaction is almost as rare as a blizzard in July.

**FIRST:** Sears buyers work closely with suppliers to develop and manufacture the items that Sears carries.

These suppliers respect Sears high standards. They know they are sure of large and regular orders as long as Sears standards are met. The supplier benefits. Sears benefits. And you benefit.

**SECOND:** Sears maintains the world's largest private

laboratory for testing merchandise. Its staff of scientists tests over 10,000 items a year. They develop new products. Improve old ones. They compare Sears merchandise with similar items sold by others.

This laboratory has absolute veto power over any item that does not meet its high standards.

**THIRD:** Sears never takes quality for granted. Even after an item has been okayed by the laboratory, Sears keeps tabs on it to make sure its quality never varies.

For example, when a manufacturer ships merchandise, Sears pulls samples from the order for inspection. If a flaw is spotted, the defective merchandise is sent back to the manufacturer.

### That rare exception

Sears does everything humanly possible to prevent a slipup. But they happen from time to time. Suppose one happened to you.

Just bring it back to Sears and explain what's the matter. You'll find out that Sears *means it* when it says: *Satisfaction guaranteed or your money back*.

← It really happened at a Sears store in Hartford. The Sears salesman took one look at that expression and handed the youngster a brand-new softball. Satisfaction guaranteed or your money back.

# How to take out STAINS

## USE RINSO AND FOLLOW THESE EASY DIRECTIONS

If you have ever used Rinso in your washer, you've probably noticed that it gets clothes exceptionally *white*. This is due to the **SOLIUM** in Rinso.

What many women *don't* know is that Rinso also works like a charm on most common *stains* — if you know how to go about it. Here are some simple, tested hints from the scientists at Lever Brothers Company. Be *sure* fabric is colorfast and washable before following these directions.

1. **GREASE & OILS.** Use warm Rinso suds. Put plenty of Rinso on stained part, rub between hands.

2. **BLOOD.** Soak in cold water until stains turn light brown, then wash in warm Rinso suds.

3. **COFFEE & TEA.** To remove fresh stains, pour boiling water on stain from 2- or 3-foot height, then wash in warm Rinso suds. If any stain remains, dry in sun or use bleach. Do not bleach silk or wool.

4. **GRASS.** Use hot water and Rinso, rubbing well. If stains remain, use bleach. Once again, do not bleach silk or wool.

5. **OIL PAINT, VARNISH, ENAMEL.** Remove fresh stains from washable materials by washing with plenty of Rinso suds. If stain has dried, soften it first by rubbing in *Spry*, lard or vaseline.

6. **MILDEW.** Rinso suds will remove very fresh mildew stains from washable materials. Drying in sun helps bleach spots. If stain remains, use bleach except on silk or wool.

7. **INDELIBLE LIPSTICK.** Work vaseline or lard into stain. Then sponge with cleaning fluid. Remove any ring which may remain by laundering in Rinso suds. On rayon and colored materials, use 1 part alcohol to 2 parts water. Then launder with Rinso.

8. **CHOCOLATE & COCOA.** First scrape off excess with dull knife, then launder in warm Rinso suds.

9. **CHLOROPHYLL.** Wash with warm Rinso suds. If stain remains, use bleach except on silk or wool.

10. **SCORCH.** Use Rinso suds to remove slight stains from washable materials. Dry in the sun a day or two.

11. **TOMATO JUICE, CATSUP.** Sponge thoroughly with cold water, then work glycerine into stain, let stand half hour. Then wash in Rinso suds.

12. **SHOE POLISH.** Sponge thoroughly with plenty of Rinso suds.

### SAVE 20%

You usually pay about 20% less for Rinso than for detergents because it now costs Lever Brothers less to make Rinso. This saving goes to you. Rinso is guaranteed, of course. To obtain free reprints of this page, write Lever Brothers Company, P.O. Box 44, New York 46, N. Y.



1. GREASE & OILS

2. BLOOD

3. COFFEE & TEA

4. GRASS

5. OIL PAINTS

6. MILDEW

7. INDELIBLE LIPSTICK

8. CHOCOLATE & COCOA

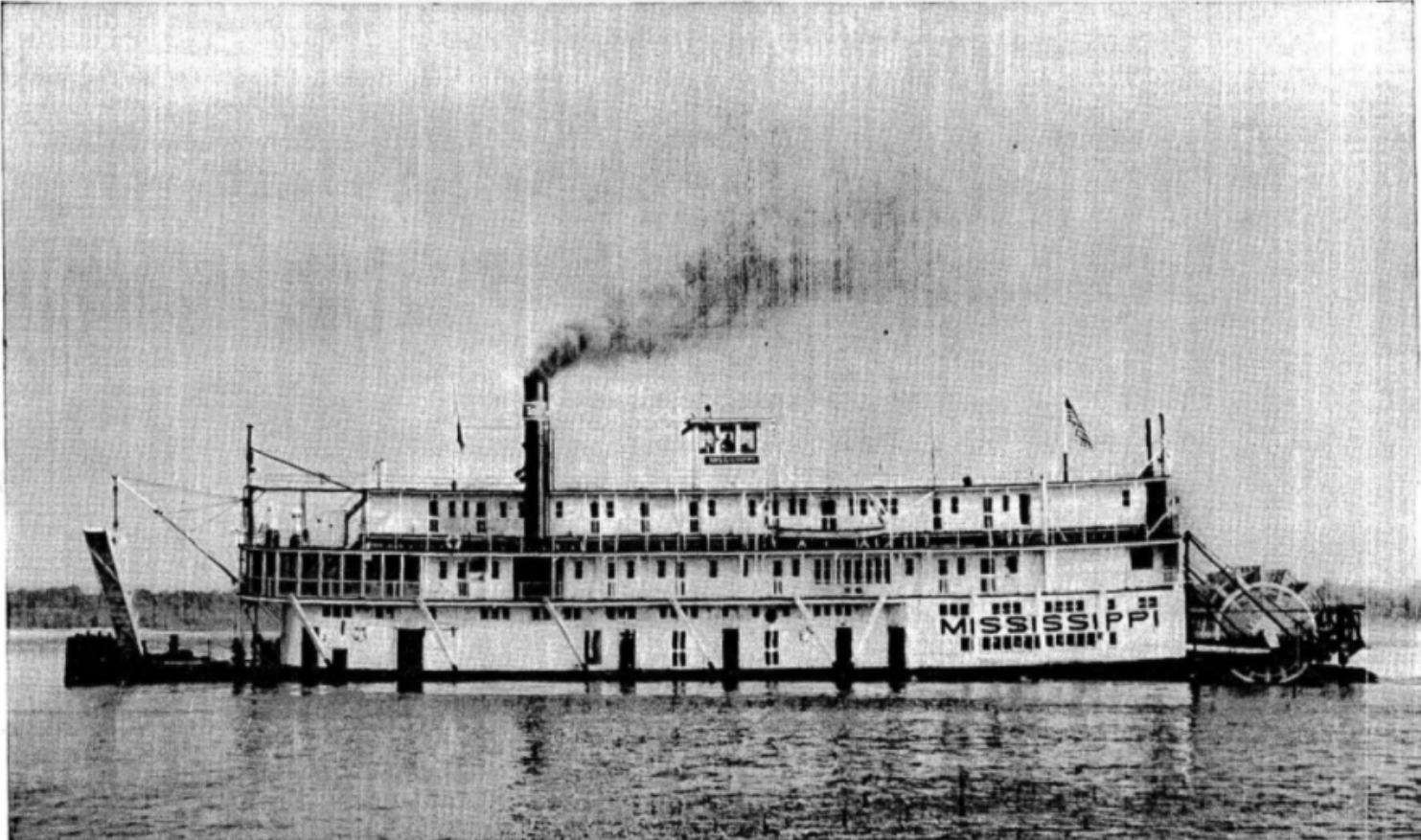
9. CHLOROPHYLL

10. SCORCH

11. TOMATO JUICE

12. SHOE POLISH





Hutchinson Fin's Mississippi is now less than 9 hours from London. You can ride down the river on a paddleboat for 10p

## How to tour the U.S.A. for £35 a week

Petrol costs 2/2 a gallon, you can see the Grand Canyon for £5 (mule included), stay at motels with swimming pools for as little as £2 a night, spend a week on a ranch for as little as £23 —and dine out on your experiences for the rest of your life.

**S**UDDENLY more and more Englishmen aren't just dreaming about a holiday in the U.S.A. They are going. And it isn't bankrupting them, either.

A comfortable single room in a New York, Washington or San Francisco hotel costs as little as 50/- a day. You can lunch for 7/-. Have a good dinner for £1 or less. You can tour the U.S.A. for as little as £35 a week.

Air travel is cheaper in the United States, and bus companies offer a remarkable bargain for foreign visitors: ninety-nine days of unlimited travel for £35. These are luxurious buses, with air-conditioning, reclining seats, enormous windows—and lavatories.

*In the U.S.A. you can travel 3,000 miles without crossing a border or showing your passport. If you journeyed this far in Europe, you would pass through 10 different countries with different laws and different languages. And open your luggage for 10 different customs inspectors.*

### What to see first

A good place to start your tour is "the cradle of the nation"—New England.

See Deerfield, where Indians once massacred half the population. Salem—famous for witches. In Old Starbridge—a meticulously restored 18th century village—discover how New England farmers lived in Revolutionary days. Go into the neat white clapboard houses and see their hooked rugs, homespun curtains, cast-iron Franklin stoves and spout lamps. The early settlers were fiercely proud. Everywhere—in brass, wood, porcelain and crewel-work—you will see the American eagle.

Go to Nantucket Island where early 19th century whalers found safe harbour. In Nantucket's Whaling Museum you can see a real longboat, harpoons, intricate whalebone carvings—called "scrimsaw"—that sailors made to pass the time on voyages lasting four years or more.

Eat a "shore dinner": steamed clams, lobster, corn-on-the-cob, apple pie and coffee—for little more than £1.

*Hire a car and drive along the Atlantic coast from New England to Washington. Expenses for a party of four travelling by car can come to less than £4 a day each. This does not include car hire, but does include food, sightseeing, and lodging in motels. Petrol costs only 2/2 a gallon.*

### Open house at the White House

In Washington all the most fascinating sights are free. You can see Congress and the Supreme Court in session—free. You can go into the White House—free.

As you drive further south you will see the native Magnolia Grandiflora, growing 70 feet tall into huge flowers of glowing fragrances, azaleas, camellias, cypresses, Spanish moss, languorous ferns. Take a paddieboat trip on the Mississippi—for only 10/9. Explore the frozen fountains of Mammoth Cave. Eat pompano fish in New Orleans.

New Orleans is where jazz was born. Where Leadbelly, Kid Ory and W. C. Handy played and sang The Memphis Blues, Tin Roof Blues, Munkrat Rumble, Jelly Roll Blues, Deep River Blues.

### Music—everywhere

There are now more than a thousand symphony orchestras in the U.S.A., and last summer there were 65 music festivals, many of them in the open air. Tanglewood, for example, in the green Berkshire Mountains of New England, where the Boston Symphony Orchestra performs. Ravinia, in a forest meadow just outside Chicago. Aspen, Colorado—surrounded by the Rocky Mountains.

In recent years there has been a thrilling revival of folk songs in the U.S.A., many of English origin. You may hear the Foggy, Foggy Dew, The Blue-Tail Fly, The Arkansas Traveler, Sweet Betsy From Pike; Streets of Laredo, Shoo-shoo, Cuckoo, Jaws, and

Turkey In The Straw (reputed to be Sir Winston Churchill's favourite).

### Follow the pioneers

The pioneers crossed the country on foot, by wagon, on horse, mule, scow. They averaged 10 miles a day, fighting Indian raids and buffalo stampedes. You can follow their trail to the Far West at 80 miles an hour in a glass-domed luxury train—and still see Indians and buffalo.

Arizona tribes still perform their ceremonials as they did before the White Man came. See the Pueblo Corn Dances and the Hopi Snake Dance. Walk through Indian cliff dwellings 1,400 years old. Sleep overnight at an Indian trading post for less than £1.

Go to a rodeo and see cowboys roping calves, bull-dogging steers, and milking wild cows. To win prize money "busting" a bronco, a cowboy must remain on his bucking horse for ten seconds, keep both feet in the stirrups and hold the reins with only one hand.

You can even tour parts of the West by boat. It's called "canyonboating", and you follow mighty rivers like the Colorado, the Salmon, the Snake and the Rogue. An exciting adventure, this.

### Fish, swim, play golf—anywhere

In the U.S.A., shooting, fishing, golfing, swimming are available to all. There are acres of unspoiled wilderness where you can shoot and fish for the nominal price of a licence. There are miles of Atlantic and Pacific beaches where you can swim, snorkel, skin-dive and spear-fish—free.

*You can climb to the top of rugged Half Dome Mountain in California. There is a hand cable to encourage novices.*

In Sequoia National Park, California, you can see the largest living thing in the world—a redwood tree with a circumference of 107 feet and a Sequoia sempervirens

in Upper Bull Creek which stands 364 feet high. Some of the Sequoias were living in the time of Christ, but the bristlecone pines in the White Mountains of California are even older—more than 4,000 years.

In the Northwest discover "human tobogganing". You slide down the slopes of glaciers in "tin pants"—heavy (will) pants with paraffined seats. You can take a good-sized boat 2,600 miles from Manasquan Inlet in New Jersey to Key West in Florida without once going into open sea.

You can visit a New England clam bake, a Pennsylvania Dutch porch picnic, a California barbecue, a Midwest church supper. See a wild horse race. Dance at a square dance. Attend a New England town meeting. Wherever you go in the U.S.A. have a whale of a fine time—and bring back adventures to dine out on for the rest of your life.

### HOW TO GET A VISA

The procedure for getting a visa has been greatly simplified. You now fill in a form which is no bigger than a postcard. The procedure takes only 20 minutes and a visa can be obtained from the American Embassy, Grosvenor Square, London, or any of the American Consular offices in the United Kingdom.

For help in planning your trip see your local travel agent. Or write, phone or visit Miss Farmer at the new U.S. Travel Service, 429 Oxford Street, London, W.1, REGENT 5805. She will answer your questions and arm you with maps and illustrated booklets.



Travel a new world—See the U.S.A.

**WEATHER FORECAST:**  
Fair and clearing in the complexion forecast for the smart woman who stays young. Helena Rubinstein's expert creams and cosmetics.

An educational beauty advertisement of interest to all women

Helena Rubinstein's Beauty Products are available at leading department and drug stores everywhere.

# Helena Rubinstein's Spring Beauty Page

VOL. 2, No. 1

MARCH 1933

Copyright by Helena Rubinstein, Inc. 1933

# New Miracle Cosmetic Restores Younger Look To Your Skin and Tightens Facial Contours



## Beauty Calendar for Spring

by Helena Rubinstein

PARIS, MARCH 20—What a wonderful tonic Spring can be, when you let yourself enjoy it! Now's the time to spark your wardrobe with racy pinks and bright violets. Try a new and daring lipstick shade. Lighten your hair, brighten your complexion. Brave wrinkles from your life... and look like Spring! Here are some ways to do it.

First—do something with your hair. A new Spring coiffure, of course. But before that—why not a new shade? Here and more women are discovering how easily they can have vibrant, color-rich hair with my Color-Tone Hues. These temporary tints brush on as easily as mayonnaise—wash out with your next shampoo!

There are 11 exciting hues to choose from. You can be a red head this week... a blonde next week... a milk-tressed lovely the week after that! So if your hair is now a drab, nondescript shade... don't tolerate it. Change it, and look new for Spring.

The world is blossoming with new Spring coiffures, based on the air for all to admire. Perhaps you are wondering how some women keep their hair so chic and smooth, even without a hat. Let me tell you their secret. It's my new Wave Sheen Cream!

This wonder cream tames fly-away brittle ends. At the same time, it adds satiny polish for extra beauty. A rare lanolin derivative in the formula, nourishes your hair from root to end without "greasing" it! If you use my Wave Sheen Cream before and after shampoo, permanent and lasting your hair will always be a shining cap of glory.

With the coming of warmer weather, you'll need a deodorant upon which you can truly rely. And if that deodorant is also delightfully scented and pleasant to use... so much the better! My Perfume Spray Deodorant is perfect on both counts. Perfumed with beautiful White Magnolia fragrance, it gives a delectable, long-lasting protection. To be completely immaculate, make my Perfume Spray Deodorant a daily habit.

A lovely way to feel like spring is to smell like spring... fresh, sunny and gay. So treat yourself to the aroma-tinting delights of my solid cologne sticks. They come in four enchanting scents: Apple Blossoms, Heavens-Sent, Camomile Performance and White Magnolia. Women love my solid cologne sticks because they are so long-lasting. Also because they are spill-proof and comfortably carried in your purse for touch-ups during the day. No dry solid cologne sticks are so costly and you can easily afford to go back in their fragrance every hour of the day.

Here alone have more fashion significance than ever this year... and what could be more flattering to the well-kept limb? Before you wear these little shoe-soaking, rid your legs of unwanted hair with my Nidil. This deliciously fragrant cream whisks away every trace of hair in a few seconds... and removes it so close to the roots that your legs stay smooth and hair-free much longer!

## Spring Cleaning and Repairing for Skin

Special treatments freshen winter-dull skin

Every complexion needs a complete Spring cleaning and repairing after so many months of rigorous winter exposure. Famous beauty authority, Helena Rubinstein, recommends the following freshening treatments for every type of skin.

**For dry skin**  
Follow this routine daily to smooth and soften dehydrated skin. Morning and night cleanse with "Pasteurized" Face Cream Special, Helena Rubinstein's famous concentrated emollient cream. (1.25) At night, lubricate with extra rich "Pasteurized" Night Cream to replace lost oils and moisture. (1.50)

**For oily skin**  
Because excess oil clogs pore openings, oily skin accumulates more dirt and requires deeper friction cleansing. So every night, friction cleanse with Helena Rubinstein's Beauty Washing Goggles. (1.25). After cleansing, press "Water Lily" Skin Lotion on your skin to help close pores and relieve the oily condition. (1.50)

**For blemished skin**  
To clear skin of externally caused surface blemishes, first cleanse pores with Helena Rubinstein's soothing cream wash—Plus Cleanser. (1.25 no Federal tax) Then apply a light film of Medicated Cream, a scientifically proven formula which contains ingredients prescribed by skin specialists to heal surface blemishes. 1.00

## These Stay-Long Lipstick shades make new fashion colors more becoming



For every exciting new spring fashion color Helena Rubinstein has the just-right lipstick shade. Pick your colors from the chart below and see how the proper lipstick shade will make them extra flattering. Even colors you used to think you couldn't wear—suddenly become gay!

- |  |  |
|--|--|
| <b>For these spring fashion colors</b>                   | <b>Wear these lipstick shades</b>  |
| With navy, dazzling white clear reds and new grays.      | APPLE RED adds a brilliant dash of bright true-red. <input type="checkbox"/>                   |
| For the lovely new beige-green-golds and tawny tones.    | CRACKERJACK is a burnished orange-red that blends divinely. <input type="checkbox"/>           |
| To complement the new blue-purple from mauve to violet.  | RED RASPBERRY gives a radiant crimson-crush color to lips. <input type="checkbox"/>            |
| When wearing hot pinks, bright blue, stripes and checks. | SUPPORTING PINK is the deep sparkling pink with the grape vibrations. <input type="checkbox"/> |
| To accompany yellows, mint green, the new citrus shades. | RED HELLION adds an exhilarating glow of sun-touched red. <input type="checkbox"/>             |
| For pale pinks, delicate flower prints and pastels.      | PINK AND FAIR is a soft blushing of fresh and feminine. <input type="checkbox"/>               |

Only Helena Rubinstein offers you all these luscious shades (and others) in 3 long-lasting lipstick textures. For maximum clinging, choose Helena Rubinstein's Stay-Long Lipstick. Applied as directed, it stays bright and beautiful all day long. Doesn't run, smear or come off on people!

For extra dry lips, pick Helena Rubinstein's Stay-Lustre lipstick. It is specially rich and



BY NIGHT, Contour-Lift Film moulds more youthful contours. It tightens fatty skin, "lifts" sagging throat lines. Its tingling, tightening action smooths away wrinkles for hours on end. Soon, your face seems to take new shape. Your profile looks young again!

**For average skin**  
To make "average" skin glow with new beauty and freshness follow this 2-step formula. Cleanse morning and night with Deep Cleanser, a remarkable liquid cream that penetrates deeper into pore openings quickly to remove stubborn grime and clinging make-up. (1.00)

At night lubricate with Helena Rubinstein's "Pasteurized" Night Cream to prevent your skin from forming dry skin lines. (1.50) Prices plus tax unless otherwise noted.



BY DAY, Helena Rubinstein's amazing Contour-Lift Film gives your face glowing freshness, a younger, uplifted look. A unique new beauty fluid, it is instantly absorbed and completely invisible... a perfect firming base under make-up for day-long beauty.

## New "Contour Make-Up" for That Younger-Than-Springtime Look

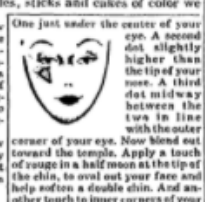
Gene are the days when a woman had to be born with perfect features to be considered beautiful. Today's beauticians are created... with the little bottles, sticks and cakes of color we call make-up.

The trick lies in knowing how to use these magic powders to hide your bad features while highlighting the good. And this every woman can do, thanks to Helena Rubinstein! That great pioneer of women's beauty has devised a magical Contour Make-up technique to help you look younger-than-springtime—and just as pretty.

If you would like to see how make-up can make you over, try this brand new technique as taught at the famous Helena Rubinstein Salon.

First your foundation should be lighter in color than it has in years, to give you a fragile, more feminine look. The Peach Blossom shade in Silk-Tone is perfect for this effect. Apply your foundation more heavily than usual to cover skin imperfections, lines and shadows and also to give your skin a more even finish. Your powder should be a shade lighter than your foundation and applied liberally all over your face and throat. Let it set for a few minutes, then brush away the excess.

Your rouge should be applied like this. Using your eye as a guide, place three dots of Silk-Tone Liquid Rouge in a triangle shape.



Now, a ray blush of lipstick. You can pick your perfect color from the chart on this page. Follow the natural curve of your mouth from corner to corner in the corners with a lipstick brush for a setting, uplifted look.

For glamorous eyes, line the lids with a blue or green pencil from the inner to the outer corner, as close to the lashes as possible. At the outer corner, extend the line with a slight lift. Then apply Waterproof Mascara to the upper lashes only, unless your lashes are extremely light. Brush with upward strokes, applying most heavily to the outer lashes to give an uplift to the eyes.

Now softly arch your brows in feathery strokes, keeping them always in proportion to your eyes. Never bear down on the pencil, because too much pressure gives a hard, unnatural line. Smooth on Luscious Eye Shadow directly below the center of the eyebrow above the eyelid. Smooth outward to the end of the eyebrow, blend until there is no color line. For evening glamour, blend a small amount of either Platinum or Gold over your tinted eye shadow.

And there you have the new Contour Make-up. With it you might lift your hair, for a temporary change of color.

## Keep this page as a personal Spring Beauty Guide.

This page is a gold mine of exciting new beauty ideas. So keep it—it won't appear again. And whenever you shop for your eye shadow, eyeliner, lipstick, or other cosmetics, look for these columns first.

## Wash your hair in color...

with Helena Rubinstein's new Color-Tone Shampoo



HERE'S THE exciting new way to change dull, mousey hair into a shining cap of glory. Helena Rubinstein's sensational Color-Tone Shampoos add heavenly new colors as they shampoo hair silky clean. No muss...no fuss...no extra process. Just shampoo as you always do. Then see the vibrant color-rich difference! Wonderful indeed!

ROUNDE-TONE SHAMPOO adds golden glints... BRUNETTE-TONE gives dark hair beautiful rich depths... SILVERTONE eliminates yellow streaks, makes gray hair shimmer with silver... RED HEAD SHAMPOO kindles "Titan" flames.

All four shades come in big 6-oz. bottles. Only 1.25 plus tax.

## Helena Rubinstein's amazing Contour-Lift Film acts like a Spring tonic for tired faces

The only cosmetic of its kind to give a 24-hour a day beauty lift

Helena Rubinstein has a perfect tonic for the down-in-the-face winter doldrums! After years of scientific research, this great beauty genius has discovered an incredibly quick and easy way to help women look younger. It is called Contour-Lift Film. You will call it the most wonderful thing that ever happened to you!

Millions of women have begged Madame Rubinstein for an effective beauty lift which would act quickly on aging skin and contours. At last, she perfected her Contour-Lift Film—a totally unique new fluid formula that works miracles on sagging chin lines, deepening expression lines, under-eye puffiness and crepey skin. This one remarkable fluid can take years off your age... in minutes!

**A Day and Night Beauty Lift**  
Contour-Lift Film is formulated from a blend of rich replenishing oils, beneficial herbal extracts and effective astringents... In the scientific proportion that does wonders for aging skin. It is designed to be used both day and night: as a beautifying base under make-up; as part of your nightly facial treatment. Contour-Lift Film is the only cosmetic of its kind that can give you this fabulous 24-hour a day beauty lift.

**Here's How It Works**  
By day, you use Contour-Lift Film for a younger, uplifted look. Its tingling, tightening action smooths away wrinkles for hours on end. In mere minutes, your skin is toned, uplifted... glows with a new firm freshness. Contour-Lift Film is instantly absorbed, completely invisible and is a perfect firming base under your make-up.

At night, with Contour-Lift Film as part of your regular beauty treatment, sagging chin lines seem to vanish. Flabbiness becomes more taut. With faithful use, you acquire a more youthful profile—a smoother, firmer skin. You discover a new way of looking younger... for years to come.

**Wonderful Results for All Women**  
Women of all ages find Contour-Lift Film a blessing to their beauty. It is indispensable to the older woman with aging contours, deepening wrinkles, sagging throat line. Business women need it for the 'round the clock glamour so necessary to their careers. And every young woman will find it a beautiful pick up before a date... a glamorous base for make-up.

Every morning, apply Contour-Lift Film under your make-up. At night, make it part of the following beauty routine, recommended by Helena Rubinstein for every woman who wishes to postpone her age.

**4 Steps to Beauty—in 5 Minutes**  
This nightly beauty treatment takes only five minutes of your time. Yet it can make all the difference between a skin that is lined and crepey... and one that is smooth, fresh and young-looking.

First, cleanse thoroughly with Deep Cleanser. A creamy liquid, it penetrates deeper into pore openings to give your skin complete cleansing... in less time. (1.50)

Next, promote local circulation with Skin Exorciser (Eau Verte). A must for complexions that are sallow and lined from lack of fresh air and exercise. (3.00)

Third step—"Lift" and tighten facial contours with amazing Contour-Lift Film. (5.00, 3.00)

Last—Apply Estrogenic Hormone Cream to replenish precious moisture under the surface of your skin. The natural estrogen supplied by this cream help your skin ward off wrinkles and crepiness. Give it the full, firm look of youth (5.50, 3.50). Prices plus tax

## Hide Your Age with Contour-Lift Film



A day and night beauty miracle! "Lifts" sagging contours... hides aging shadows... smooths away lines for hours. Your face takes new shape... a look of ageless beauty.

2 months' supply—5.00  
Introductory size—3.00

WEATHER FORECAST: For each of the magazine...

VOL. 12, No. 2



Helena Rubinstein's Summer Beauty Page
Heena Rubinstein Announces New Permanent To Give Lasting Curl in Water, Wind or Heat

Beauty Calendar for Summer

By Helena Rubinstein
In the summer, most problems arise that call for special beauty...

NEW FORMULA HAIR SPRAY SOLVES 5 SUMMER PROBLEMS

Miracle mist acts as an invisible hair net, is super setting lotion and conditioner
Helena Rubinstein's great genius for solving beauty problems is known and admired the world over...



Keep this page as a personal Summer Time Beauty Guide

Helena Rubinstein's new 3-Way Home Permanent is the only home permanent that is a kind of water...

MILLIONS ACCLAIM DEEP CLEANSER

New, cool liquid—the modern way to thorough cleansing
Millions of women are calling Helena Rubinstein's new Deep Cleanser a modern miracle for beautiful skin...

Wear a Beautiful Hair Color That Shines in the Sun

You can get hairbeautified and look colorfully wonderful!
Mr. Michel, the famous Helena Rubinstein hair stylist again repeats the most talked-about confidence of the summer...

Newest Paris Hair Styles Short and Sweet

Mr. Michel, the famous Helena Rubinstein hair stylist again repeats the most talked-about confidence of the summer...

Do not wear your hair in a bun

Do not wear your hair in a bun
Do not wear your hair in a bun
Do not wear your hair in a bun

Do not wear your hair in a bun

Do not wear your hair in a bun
Do not wear your hair in a bun
Do not wear your hair in a bun

Do not wear your hair in a bun

Do not wear your hair in a bun
Do not wear your hair in a bun
Do not wear your hair in a bun

Do not wear your hair in a bun

Do not wear your hair in a bun
Do not wear your hair in a bun
Do not wear your hair in a bun

Do not wear your hair in a bun

Do not wear your hair in a bun
Do not wear your hair in a bun
Do not wear your hair in a bun

Do not wear your hair in a bun

Do not wear your hair in a bun
Do not wear your hair in a bun
Do not wear your hair in a bun

Do not wear your hair in a bun

Do not wear your hair in a bun
Do not wear your hair in a bun
Do not wear your hair in a bun

Do not wear your hair in a bun

Do not wear your hair in a bun
Do not wear your hair in a bun
Do not wear your hair in a bun

Do not wear your hair in a bun

Do not wear your hair in a bun
Do not wear your hair in a bun
Do not wear your hair in a bun

Do not wear your hair in a bun

Do not wear your hair in a bun
Do not wear your hair in a bun
Do not wear your hair in a bun

Sensational Home Permanent is 3 kinds of wave in one bottle-works on every type of hair

A special boon for problem hair

Now every woman can have lasting curls in spite of the hot, humid weather... thanks to the unique, scientific process of Helena Rubinstein...

3 Kinds of Wave in One Bottle

Helena Rubinstein's sensational new Home Permanent is the first and only one that is used in three different ways for normal hair, for dry, bound or problem hair...

Neutralizer is Optional

The secret that makes Helena Rubinstein's Home Permanent so successful on all kinds of hair is a unique "neutralizable" formula...

Essential—Easy to Use

Even if you have never before given yourself a home permanent, you find Helena Rubinstein's Home Permanent so easy to do on setting your hair...

FREE HAIR BOOKLET

For a limited time only, with every purchase of a Helena Rubinstein Home Permanent you will receive a free copy of "The Complete Guide to Hair Care"...

How to be a Summer Siren — by Helena Rubinstein



COLLECTED BY COPYLEGENDS.COM

**WEATHER FORECAST:**  
Fair is the complexion forecast for women using Helena Rubinstein's superb cosmetics.

An educational beauty advertisement of interest to all women

The Helena Rubinstein Salon offers the ultimate in beauty care.

# Helena Rubinstein's Salon Beauty Page

VOL. 1, No. 5

DECEMBER 1952

Copyright by Helena Rubinstein, Inc. 1952

# Helena Rubinstein Offers Women the First Glamour Make-up Specially for Dry Skin



## Beauty Calendar for December

by Helena Rubinstein

NEW YORK, Nov. 23.—This is the time of year when every woman is puzzling over a Christmas list, wondering what in the world to give Aunt Suzy and what kind of gift would be appropriate for Edith's teen-age daughter.

Let me suggest that every woman from 14 on up is sure to be pleased with a beauty gift. It's a pretty kind of compliment to her loveliness. And it makes your shopping so much easier because you don't have to know her size. Every beauty gift is sure to fit!

Something new and extra special are my wonderful Perfume Colognes. They are a completely new idea in colognes, doubly strong and with the cherished cling of perfume. An inspiration for Christmas gifts at the low prices of 2.00 to 3.50, they come in exquisite bottles topped with fabulous "jewels".

Perfume Colognes are now available in 3 of my famous fragrances: "Command Performance", the kind of fragrance that makes a woman feel like she owns 2 mink coats; "White Magnolia" surrounds her with the fragile femininity of a Southern Belle; "Heaven-Sent" makes any girl feel like a story book heroine!

For the woman-who-has-everything, give a wonderful little luxury she may not have discovered for herself... "Body Smooth". This is a special deluxe lotion that is far superior. For one thing, it's extra rich to keep body skin smooth as velvet even in the severe winter weather. The color is a pinkish-beige delight and the lovely fragrance is subtle as smoke. Once they try "Body Smooth", women really fall in love with it; use it for elbows, chapped legs and as a hand cream, too. It's priced from 1.75 to the magnum size jar at 4.75.

Teen-Age girls adore lipsticks and never have enough of them. They'll think you're a very understanding adult if you give them a whole handful of my "Stay-Long Lipsticks". Two favorite colors are Tender Pink, a light delicate tone, and Apple Red, a clear and brilliant shade. These are especially good because the indelible formula lasts all day... and has the special bonus of rich, radiant colors (14 of them). They cost 1.00 each.

All American women are bath conscious. So you can't go wrong when you give something glamorous for her bath. A new and delightful bath accessory is my "Perfume Foam Bath". At the touch of water it bursts into millions of fragrant bubbles and turns the whole bathing ritual into a glorious extravaganza! She'll love the silky softness and clinging fragrance it leaves on her skin, too. Just 2.50 in a choice of 4 Helena Rubinstein fragrances.

Perfect to tuck into any feminine stocking is my Cologne Stick. It's the handy way for her to carry fragrance in her purse. These little "frozen" sticks instantly release clouds of fragrance when stroked on the skin and the effect is refreshing as well. In bonjour size at 2.00 or purse size at 1.00. All prices plus tax.

## Only Helena Rubinstein Has Lasting Lipstick in 2 Textures

### Color Perfect Lips Now Possible For All Women

Now Helena Rubinstein makes it possible for all women to enjoy the benefits of lasting lipstick. This great beauty genius has formulated two superb indelible-type lipsticks in two special textures—Stay-Long, already beloved by millions for its incredible indelibility, and Stay-Lustre, a new extra creamy formula especially made to moisturize and protect dry lips.

**For day-long indelibility**  
Helena Rubinstein created Stay-Long Lipstick for women who want a maximum indelibility. This amazing formula is smear-proof and smudge-proof when applied as directed. It gives lips rich lasting color that stays luscious and perfect all day long. No wonder millions of women love Stay-Long, wouldn't be without it for anything!

**For dry lips**  
Stay-Lustre completely solves the lipstick problem for women

with dry or lined lips, and for all women who want a creamy lipstick in winter weather. It protects lips from dryness and chapping, while it gives them youthful sheen and lustre. And still, when used as directed, Stay-Lustre keeps bright and tidy... yes, even through eating and drinking!

Both tantalizing textures come in a fabulous range of glorious colors. Stay-Lustre Lipstick in jeweled jumbo case—1.50. Stay-Long Lipstick, 1.00. Prices plus tax.

## First 3-Way Permanent Safe and Sure for Every Type of Hair

For the first time, any woman can give herself a home permanent without guessing! Helena Rubinstein has discovered a revolutionary new 3-Way Permanent that is safe and sure—for every known type of hair.

**3 Waves in 1 Bottle**  
Helena Rubinstein's sensational new home permanent is the first and only one that can be used three different ways—for normal hair; for dyed, bleached, or problem hair; for any kind of hair that wants a softer curl. It's actually three waves in one bottle. And you can use it with any

kind of permanent wave curlers or bobby pins.

**Neutralizer is Optional**  
Unlike other home permanents, 3-Way Permanent always gives the exact wave you want no matter what type of hair you have. For only 3-Way Permanent has Take-it or Leave-it Neutralizer.

If you have normal hair and you don't like a tight curl, "leave" the neutralizer and treat yourself to a fast, one-step permanent. If you have bleached or dyed hair, "take" the neutralizer and see how beautifully your hair takes a curl.

With Helena Rubinstein's 3-Way Permanent, there's no guesswork, no risking the wrong permanent. You buy one package and you're sure it has the right wave for your kind of hair. Yet this remarkable 3-Way Permanent costs only 1.50 plus tax.



**The Beautiful Self-Made Blonde**—Girls who have always longed to be blonde or blonder than they are have found a wonderful new way to achieve it. Helena Rubinstein's BLONDE BEAUTY is the revolutionary new home hair lightener that lightens and colors in one simple step. Rich conditioning oils in BLONDE BEAUTY leave locks silky soft, lustrous. And we dare your public to guess that it's all self-made! Have it in "Golden Shade" or "Ash Blonde Shade". 2.00 plus tax.

## New Deep Cleanser For Cleaner Skins

**Sensational liquid formula quickly removes grime and clinging make-up**

Now that clinging make-up and indelible lipstick are here to stay, all skins require very thorough cleansing. That's why Helena Rubinstein created her wonderful modern cleansing formula "Deep Cleanser".

This amazing liquid penetrates deeper into pore openings to remove every trace of clinging make-up and grime. Deliciously fragrant and creamy, it softens and smooths the skin as it cleanses.

Helps prevent blemishes  
"Deep Cleanser" also destroys the bacteria which commonly cause surface blemishes (externally caused). It contains a new miracle antiseptic that reduces

this bacteria count practically to the vanishing point. And the speed with which it does all this is remarkable. For "Deep Cleanser" spreads quickly, tissues off in seconds.

With all these benefits, "Deep Cleanser" is economical. The big plastic bottle holds 160 cleansings and is only 1.50 plus tax.

## New Jewelled Look, The Rage For Hair

The newest and most exciting way to wear your hair is—glided! It's the new jewelled look for hair, and there are several ways to do it—with a daring golden forelock... with light feathered touches all over for shot-with-gilt glamour. Either way, you can do it to a beautiful turn with Helena Rubinstein's GOLD TOUCH. GOLD TOUCH is liquid "gold"—you paint it on as easily as you do lipstick. The effect is ravishing—perfect for a dramatic entrance, cocktails at five or whenever you want to impress a man. Also in SILVER, 1.50 plus tax.



Helena Rubinstein's Silk-Tone Foundation is blended with pure atomized silk, to give dry skin dewy freshness and silken allure. It clings for hours without re-touching. And all the while, Silk-Tone acts like a beauty treatment... smoothing, softening and protecting complexions against winter weather.

## HOW TO ACHIEVE THE NEW SIREN LOOK IN MAKE-UP

**A professional make-up as taught in the famous Helena Rubinstein Salons**

This is the year of the Siren-Look in fashion and in make-up. Crinolines are giving way to slim, siren-like sheaths. And the frankly freckled face with the wholesome look is as out-dated as cotton stockings!

The whole idea now is for women to look even more like women—and the menfolk love it. That's why Helena Rubinstein, who is the great pioneer of women's beauty, tells here some magical face-changing that every woman can use to give herself the new siren look. If you want to see the Siren you can become, try these brand new make-up techniques as they are taught in the fabulous Helena Rubinstein Salons.

**First, your foundation should be lighter in color than you have worn for some time... to give you the paler and more interesting look.** However, it should be applied more heavily than usual to cover skin imperfections and give your skin an even-color effect. Your powder should be a shade lighter than your foundation and applied lavishly all over your face and throat. No simple dusting of powder on your nose will do these days!

**Not round spots on your cheeks.** The new way to use rouge are as follows: Apply a touch of rouge in a half moon at the tip of the chin. This gives the face a more oval appearance. Apply rouge to the inner corners of the eyes to block out the shadow that always appears at the bridge of the nose. Then for a sensuous touch, add a bit of rouge to the outside of each nostril. Very Siren indeed!

**Lipstick should be vivid**  
Red Velvet, Red Hellion and Plush Red are excellent colors for a Siren effect. Your mouth should look fuller and very provocative. A trick for this is to oval out the lower lip with a lipstick brush before filling in the color. Remember

## FOUR-WEEK TRIP BACK TO YOUTH!

Take a trip back to youth, health and beauty in four short weeks at the Helena Rubinstein Salon. For Dr. Lourie is here, direct from our Paris Salon and here is what she has in store for you:

- Treatments that work against droopy contours, puffiness, wrinkles—give you a more youthful look.
- Pounds can be taken off or added, wherever needed. A scientific diet—individually planned.
- A beautiful make-up and flattering new coiffure, designed especially for you.
- Fashion counseling—how to adapt the new styles and colors to your own personal needs. You'll look younger, more radiant. You will keep looking lovelier all your life. Make your appointment today. Telephone WHitehall 4-7111.

## Helena Rubinstein Salon 666 NORTH MICHIGAN AVENUE, CHICAGO, ILL.

## Amazing Silk-Tone gives dewy, fresh look and acts as a beauty treatment every second it is on

Flowing color banishes sallow look, covers every tiny line with silken veil

Here is the most exciting news in years for all women with dry skin. That world-famous beauty genius, Helena Rubinstein, has created a sensational make-up that promises thrilling new complexion beauty—beauty never before possible. It is called Silk-Tone Foundation. You will call it a blessing.

For years, Helena Rubinstein has known that dry skin needs a very special kind of foundation to give it dewy freshness, youthful color and also to protect its fineness. That's why Madame Rubinstein worked untiringly in her salons and laboratories to develop Silk-Tone. It is the first glamorous make-up especially created for women with dry skin. Really, the most remarkable make-up ever created!

**Moisturizes, protects dry skin**  
Silk-Tone is an amazing creamy liquid that acts in two ways to glorify dry skin. Like a silken veil, it covers lines and flaws with natural, radiant color. At the same time, Silk-Tone smooths and softens. Its rich emollients actually moisturize dry skin and protect it against roughening winter weather. The result is a flawless, silken bloom that makes dry skin look as fresh as a rose!

**Blended with pure silk**  
Helena Rubinstein's Silk-Tone is the only foundation in the world that is blended with pure atomized silk. This gives complexions fascinating transparency and silken allure. Because it contains pure silk, this superb foundation has a remarkable cling that works like magic! It clings the way silk clings... smoothly, evenly, lightly. Nothing could be easier or quicker to apply. You just stroke this creamy silken liquid on lightly. You'll be amazed at how evenly and smoothly it spreads!

**What's more, it will never streak or smear.** And remember—every minute it is on, Silk-Tone is doing your skin good... smoothing, softening and beautifying.

**6 Ravishing Colors**  
Silk-Tone comes in six ravishing colors for every complexion type. Colors so vibrant, so life-like, so young... they impart a lovely luminous glow. Discover for yourself how the right shade can work miracles for your beauty. It can brighten your complexion, banish that sallow tired look and make it possible for you to wear many fashion colors you once thought were unbecoming. With all these wonderful beauty benefits, Silk-Tone costs only 1.50 plus tax—and one bottle lasts for months.

**Special make-up for oily skin**  
For oily skin and adolescent skin, Helena Rubinstein has special make-up—Milk-Tone, the only cake make-up containing beneficial milk protein. Milk-Tone provides a fine-grained mat finish that lasts hours and hours. In six lovely shades, 1.25.

**For blemished skin**  
To cover externally caused blemishes, Helena Rubinstein developed Snow Lotion. This amazing liquid make-up completely conceals most surface disorders under a glamorous disguise. At the same time, its special curative ingredients work to heal the skin. Snow Lotion comes in three shades, costs only 1.00.

**For extra coverage**  
Helena Rubinstein recommends her Silk-Film for women with normal skin who want more coverage, or for women whose skins tend to be flushed or blotchy. A cream-cake type of make-up that contains pure silk, it imparts a lovely silken finish while it hides flaws and imperfections. Perfect as a glamorous evening make-up. In six beautifully blended shades, 1.25. All prices plus tax.



## The Silken Look

New glamour for your complexion

Wouldn't you love to have skin as smooth and fine as silk? Now you can, with Helena Rubinstein's Silk-Screen Face Powder. This extraordinary powder is blended with pure atomized silk. It gives skin an entirely new and fascinating transparency... a delicate silken bloom that clings for hours. Yet this remarkable powder is so fine, it lets your skin breathe naturally and so retain a day-long freshness.

Helena Rubinstein's Silk-Screen Face Powder comes in two special blends: one for dry skin and one for normal or oily skin. And there are 9 glorious shades in each blend for every complexion type. 7.50, 3.50, 2.00, 1.00.



Even at 50 degrees, ice can form in your carburetor and stall your engine. Read how Super Shell's anti-icer helps to fight these mysterious stalls.

## How one of Super Shell's 9 ingredients fights the mysterious icing stalls that can strike when the temperature is above freezing

**O**DD as it may sound, you're more likely to need Super Shell's anti-icing ingredient at this time of year than in the middle of winter.

Another odd fact explains why: carburetor icing is most likely to stall your engine when the outside temperature is *above* freezing—even as high as 50 degrees.

Here's a simplified explanation of the carburetor icing phenomenon. And a brief rundown on how Super Shell's anti-icer helps counteract it.

### Try your hand at this

When air flows into your carburetor, it makes the fuel evaporate. This lowers the temperature inside the carburetor.

*To get some idea of what happens when the fuel evaporates, moisten the back of your hand. Notice how the skin suddenly feels quite cool? That's due to moisture evaporating. Same thing happens in your carburetor.*

Now that you know how carburetors can get cool, it's easy to understand how ice can form. Here's the sequence:

**1.** You can't have *ice* without having moisture first. When the temperature goes *below* freezing, there tends to be less moisture in the air. But when it warms up a bit—during the spring,

for example—the air can pick up and hold much more moisture.

**2.** With your engine running, your carburetor takes in great quantities of air. At this time of year, it's very likely to be *moisture-laden* air.

**3.** The refrigerating process inside your carburetor can turn that moisture to ice almost instantly.

**4.** Once that ice sticks to vital carburetor parts and starts to build up to a critical level, you're an A-1 candidate for an icing stall.

### How Shell's anti-icer works

Super Shell's anti-icer helps fight ice buildup in your carburetor by coating vital carburetor parts with a thin protective film. This film helps carburetor surfaces to shrug off the ice before it can build up to a critical level and cause you to stall.

*NOTE: Super Shell's anti-icer does much the same job as melted butter on the surface of a frying pan. It coats metal with a film that helps prevent sticking.*

Since you now know the facts on Super Shell's anti-icer, check the box on the right for a capsule report on the other ingredients in today's Super Shell. Then you'll know why it can give you *top performance* all year long.

### Super Shell's 9 ingredients for top performance

- #1 is TCP\* for power, mileage, and longer plug life.
- #2 is Pentane mix for fast warm-ups.
- #3 is anti-knock mix to resist all kinds of knocks.
- #4 is gum preventive to help keep carburetors clean inside.
- #5 is Butane for quick starts.
- #6 is "cat-cracked" gasoline—for power.
- #7 is an "anti-icer" to help check carburetor icing.
- #8 is Alkylate to help control "high-speed knock."
- #9 is Platformate for extra mileage.

\*Trademark for Shell's unique gasoline additive. Gasoline containing TCP is covered by U.S. Patent 2889212.





Shell engineer uses stethoscope to help detect noise the ear alone can't hear. Super Shell fights three different engine noises to give you top performance.

## How 3 of Super Shell's 9 ingredients fight engine noise—including one hard-to-hear form of knock that could lead to real damage

**S**HELL scientists will tell you that any good gasoline should reduce engine noise. That's why they include no less than three noise-fighters in Super Shell's 9-ingredient blend. Here's how they work to help give you a soft-spoken engine—and top performance.

### How Super Shell fights high-speed knock

High-speed knock makes a sharp, high-pitched noise—like metal tapping against metal. Because it's most likely to occur in hot engines at turnpike speeds, high-speed knock is often difficult to hear.

*But even though you may not hear it, high-speed knock can pound away at pistons—even lead to costly damage.*

Fortunately, high-speed knock isn't too common. But Shell scientists have known about it for a long time. Ever since they pioneered the development of a substance called Alkylate to help control high-speed knock in aircraft engines. Today, Alkylate is an ingredient in Super Shell gasoline.

### How Super Shell fights wild ping

Wild ping doesn't last long. It sounds like the erratic beat of a nervous drummer.

*This clatter is actually a series of premature explosions. They're caused by glowing deposits that ignite the fuel too soon.*

Super Shell's famous TCP\* additive tackles this problem. It acts to "fireproof" deposits that might glow. Result: chance of wild ping is greatly reduced.

### How Super Shell fights ordinary knock

Most people have heard ordinary knock. It may sound to you like marbles dropping into an empty oil drum.

*Super Shell's anti-knock mix is so powerful that a teaspoon per gallon is enough to raise anti-knock rating a full five points.*

This anti-knock mix helps regulate the combustion of Super Shell. Thus, each piston gets a firm, even push. Not a sharp, jarring jolt.

Now, read how the other six ingredients in Super Shell's 9-ingredient blend help you get top performance.

### How Super Shell's other ingredients help you get top performance

Cateracted gasoline helps your engine deliver smooth, even power.

Gum preventive helps keep carburetors clean inside.

Platformate is for extra mileage.

Butane is for quick starts.

Pentane mix is for fast warm-ups.

Anti-icer (added in cold weather) helps check carburetor icing.

Try a tankful of Super Shell today. Then, you'll know what top performance really is.

\*Trademark for Shell's unique gasoline additive. Gasoline containing TCP is covered by U.S. Patent 2,899,212.



# Back from the dead

Since 1961, the World Wildlife Fund has rescued 33 mammals and birds from the brink of extinction. It has allocated more than \$35 million to conservation projects around the world. It has created or supported 260 National Parks on five continents—a total area almost twice the size of Texas.

There is still much more to be done.

The World Wildlife Fund was formed to help preserve life in the natural world. Our scope is the whole of nature—plants, mammals, fishes, birds, and their habitats. We raise and allocate money to preserve species threatened with extinction. We work to conserve natural areas that contain endangered wildlife.

Here is a review of some of the things we have achieved so far. You can become a participant in these projects—and new ones.

To become a supporter of the World Wildlife Fund, please use the coupon. Thank you.

*Russell E. Train*  
Russell E. Train,  
President,  
World Wildlife Fund, U.S.

## Serengeti and the Great Migrations

Serengeti National Park in Tanzania contains the most extraordinary concentration of large land mammals in Africa—several million Wildebeeste, Zebras, Gazelles, Giraffes and other hoofed animals, and spectacular numbers of their predators—Lions, Leopards, Cheetahs and Hyenas.

The World Wildlife Fund's first service to Serengeti was to provide a resettlement expert to help the Tanzanian Government move squatters from the animals' migration routes to other suitable areas.

An aerial photographic survey, begun in 1969 with World Wildlife Fund aid, monitors

Doñana from development, and handed over the title deeds to the Spanish Government for the establishment of a National Park.

## The Man of the Forest

The Gunung Leuser Reserve in Sumatra is covered with tropical forest and is rich in wildlife, including the Orangutan (Man of the Forest), Sumatran Rhino, Sumatran Tiger, Malayan Bear, Clouded Leopard, Argus Pheasant and Hornbills.

But timber concessions, subsistence agriculture and poaching were making inroads. The World Wildlife Fund supplied grants to finance the management of the reserve, demarcate its boundaries and carry out wildlife surveys.

World Wildlife Fund has also set up two rehabilitation centers so that captured Orangutans may be returned to the wild.

## Fauna and Flora of the Amazon

The World Wildlife Fund has given financial support to the Manu National Park in Peru.

Its vegetation ranges from Amazonian rain forest to Alpine tundra. It has diverse animal species and a sparse human population of Indian tribes. The Manu provides a unique opportunity for research in ecology and wildlife which may result in benefits to man.

Among its animals are Jaguar, Ocelot, Tapir, Capybara, Anteater, Armadillo, Giant Otter and Spectacled Bear. More than 400 bird species

set up in Bangladesh, Bhutan, Indonesia and Thailand.

In order to save the Tiger it is also necessary to save its prey animals—Deer, Antelope and Wild Pig. For these to survive, large areas of forest must be preserved. So in saving the Tiger, other forest-dwelling animals—and the forests themselves—are being preserved.

## "The Seas Must Live"

In 1976 the World Wildlife Fund launched its biggest campaign, under the title, "The Seas Must Live."

The seas are polluted by the effluents of the industrialized world. The shores are overdeveloped and the ocean floors are soon to be exploited for minerals.

Coral reefs, sea-grass beds, mangrove swamps, marshes and estuaries are damaged by dredging, dumping, quarrying and so-called reclamation. Whales are being hunted to extinction. Turtles are robbed of their eggs when they come ashore to breed, or are slaughtered for their meat, shell and oil. Crocodiles are killed to make handbags and shoes. Walrus are hunted for their ivory. Seals are bludgeoned to provide fur coats.

The threat of extinction hangs over ten species of Whale, Dolphin and Porpoise; six species of Seal; all Dugongs and Manatees, all coastal Crocodiles, and 30 species of sea and coastal birds. The last Caribbean Monk Seal was sighted 25 years ago.

**Marine Sanctuaries**  
The largest project in the sea campaign is to provide sea sanctuaries for Whales, Dolphins, and Seals.

Marine Turtles, most of which are endangered, are to be protected at nesting sites in the Gulf of California, the Seychelles, Malaysia, Panama and elsewhere.

"Mermaids"  
Protection will be increased for Manatees and Dugongs, the sea cows which suckle their young and gave rise to the legends of mermaids.

The campaign also includes projects to protect coral reefs in the Caribbean, off the Sudan coast, in Fiji, Belau and the Cook Islands, through the establishment of marine parks and reserves.

**Stopping the Vicuña Slaughter**  
The Vicuña of the high Andes in South America have the world's finest wool. Since World War II, 400,000 Vicuña have been killed to supply this wool to the luxury markets of North America and Europe. The Vicuña was saved from extinction in the nick of time by conservation efforts supported by the World Wildlife Fund.

Peru and other Vicuña countries established reserves and controlled trade. The U.S. and Britain banned imports of Vicuña wool. Experts esti-

mate that today, because of these efforts, the world now has over 60,000 Vicuña, compared with only 15,000 in 1970.

## Desert Survival

Two magnificent antelope, the Addax and the Scimitar-horned Oryx, survive in the Sahara and the subdesert Sahel in Northern Africa.

Desert nomads have traditionally exploited them for food and skins, and hunters in motor vehicles have recently been taking a heavy toll.

To protect these rare antelope from extinction, the World Wildlife Fund has helped Chad set up a vast nature reserve, providing vehicles, camels and equipment for anti-poacher patrols.

## Apes and Monkeys

Gorillas, Orangutans, Chimpanzees and other primates are hunted for meat and skins, and exterminated as crop raiders. Their forest and savannah homes are diminishing at an alarming rate. They are captured for use as pets, for zoos, and for biomedical research—in greater numbers than they are able to reproduce. In 1968 no fewer than 200,000 apes and monkeys were traded and transported. The World Wildlife Fund has financed studies of the Mantled Howling Monkey in Costa Rica, and the Black Colobus Monkey in Africa—to promote the formation of suitable reserves for their protection.

It has also sponsored groundwork for a chain of reserves for the Chimpanzee in the African equatorial forests, financed studies of the Gorilla, and supported captive breeding of the critically endangered Lion Marmosets in Brazil.

The World Wildlife Fund has now developed a global strategy for primate conservation. It will work to protect critically endangered primates around the world.

## Polar Bear Success

The World Wildlife Fund has financed research for the conservation of several Bear species—among them the rare Spectacled Bear in South America.

Perhaps its most successful effort has been conservation of the Polar Bear. Its survival was threatened by hunters using rifles, motorboats and aircraft among the ice floes of the Arctic, and by disturbance of its habitat.

The World Wildlife Fund helped the I.U.C.N. (International Union for Conservation of Nature and Natural Resources) bring Polar Bear specialists together to coordinate research and protection.



Polar Bear

As a result, the five circumpolar nations—Norway, Canada, the Soviet Union, the U.S. and Denmark—have signed an agreement to ban killing of the Polar Bear, except by local Eskimos who depend on it for survival.

Denmark has established the Northeast Greenland National Park, largest in the world, which protects important denning areas of the Polar Bear. Norway has created Polar Bear reserves in the Svalbard archipelago, a group of

## THE WORLD'S RAREST MAMMALS

**Iriomote Cat**  
40-80 (Japan)

**Javan Rhinoceros**  
about 50 (Indonesia)

**Red Wolf**  
fewer than 100 (U.S.)

**Mesopotamian Deer**  
fewer than 100 (Iran)

**Rodrigues Flying Fox**  
120-125 (Mauritius)

**Arabian Oryx**  
about 150 in captive herds

**Tamaraw**  
150-200 (Philippines)

**Sumatran Rhinoceros**  
fewer than 300 (Indonesia)

**Wild Bactrian Camel**  
300-500 (China, Mongolia)

**Indus Dolphin**  
450-600 (Pakistan)

**Giant Panda**  
low hundreds (China)

**Simien Fox**  
fewer than 500 (Ethiopia)

**Kuhl's Deer**  
500 (Indonesia)

**Golden Tamarin**  
500-600 (Brazil)

**Ryukyu Rabbit**  
500-900 (Japan)

**Mediterranean Monk Seal**  
500-1000 (Mediterranean and West Atlantic)

**Juan Fernandez Fur Seal**  
700 (Chile)

**Calamian Deer**  
fewer than 900 (Philippines)

**Hawaiian Monk Seal**  
700-1000 (U.S.)

**Mariana Flying Fox**  
high hundreds (Marianas Is.)

trends in the ecosystem by noting changes in the vegetation cover. This study will help solve the problems of Serengeti and may prevent the destruction of its vegetation.

High prices for ivory and hides have encouraged poachers; the World Wildlife Fund has provided vehicles for anti-poaching units. In 1975 alone, 423 poachers were arrested and 3000 snares were confiscated.

## The Doñana in Spain

One of the most important sanctuaries for wildlife in Western Europe is the Doñana National Park in Spain. Half of all Europe's bird species can be found there, including Flamingos, Herons, Spoonbills and Egrets. It is one of the last strongholds of the Spanish Lynx and harbors some of the last series of the Spanish Imperial Eagle. The World Wildlife Fund saved the

have been identified there.

WWF grants were used to build guard posts, buy canoes and vehicles, launch a scientific study, and finance a training course for rangers.

Once threatened with destruction, the Manu is now being protected.

## Operation Tiger

Fifty years ago there were 100,000 Tigers in the wild. Eight different subspecies existed in Eastern Turkey, India, Iran, China, the Soviet Union and Southeast Asia. Today, there are not more than 5000 Tigers left. The Bali and Caspian Tigers are believed to be extinct.

In 1972, the World Wildlife Fund launched its Operation Tiger to save the Tigers that remained. Nine Tiger reserves have been established in India and three in Nepal.

Tiger conservation projects have also been

islands in the Arctic Ocean covering an area of almost 24,000 square miles.

### A Future for Elephants

Widespread poaching of Elephants for their ivory has roused fears that they may soon be threatened with extinction. Nobody knows how many Elephants there are in Africa or Asia today.

To ascertain the true situation, the World Wildlife Fund is supporting a three-year study of the interaction between Man, Elephant and habitat, both in Africa and Asia, including investigations into illegal ivory trading, and studies to develop Elephant management plans.

### Saving the Spotted Cats

If women now feel embarrassed to appear in the furs of Tiger, Leopard, Cheetah, Jaguar or Ocelot, it is largely thanks to the World Wildlife Fund.

Through a vigorous campaign, backed by famous people including movie stars and fashion leaders, women are realizing that to parade in the skin of an endangered species is reprehensible. These furs look their best on their original owners.

As a result of this campaign the International Fur Trade Federation called on its members to stop trading in the skins of Tiger, Snow Leopard and Clouded Leopard. Fashion magazines agreed not to advertise the furs of endangered animals.

Meanwhile, the World Wildlife Fund financed research into hunting pressure on the

long graceful horns, had been hunted almost to extinction. The Fauna Preservation Society, with World Wildlife Fund help, mounted an expedition to capture a few of the last thirty and ship them to the Phoenix Zoo in Arizona. There, through captive breeding, they have become the nucleus of a world herd. The World Wildlife Fund has started their reintroduction into their former habitats—the Shaumari Reserve in Jordan and in Oman.

The Néné Goose had been reduced to fewer than fifty but the Wildfowl Trust in England raised seven hundred Néné from a few captive pairs. The World Wildlife Fund flew two hundred of them back to Hawaii, where they are thriving once more in their natural habitat.

### Lake of a Million Flamingos

A million pink Flamingos feed in the shallow waters of Lake Nakuru in Kenya—"the most magnificent ornithological spectacle on earth." But the lake lies in a shallow catchment area with no outlet and is highly susceptible to pollution.

In 1972 the Nakuru National Park covered only the lake itself, so there was risk of pollution from increasing cultivation in the surrounding area, and garbage from an expanding town.

The World Wildlife Fund stepped in. Children in seven European countries raised \$500,000 so that the Kenya authorities could purchase farmlands around the lake. This quadrupled the Park area and preserved the Flamingos.



Golden Eagle

domestic and game animals. Their decline has been accelerated by the destruction of their feeding and nesting places; by the collection of eggs, and above all, by pesticides which enter their food chains, leading to sterility, malformation of young and mass deaths.

A captive breeding program for the Peregrine Falcon at Cornell University, aided by the World Wildlife Fund, is now raising one hundred birds a year. By 1978, a total of 230 birds had been successfully reintroduced in the wild.

And with World Wildlife Fund backing, several countries are cooperating to save the White-tailed Sea Eagle—in Western Europe. Breeding has improved following arrangements to provide uncontaminated food at crucial periods in the breeding cycle. Nests have been guarded against egg collectors.

### The Galápagos—A Living Laboratory

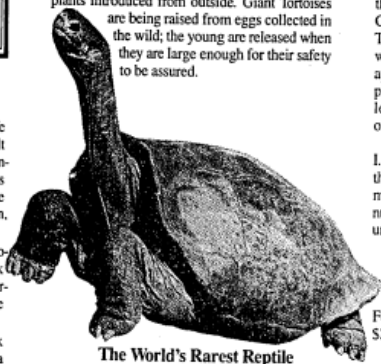
Each year, major World Wildlife Fund grants support the conservation work of the Ecuadorian National Park Service and the Charles Darwin Research Station in the Galápagos Islands.

It was here that Charles Darwin found living evidence to support his theory of the Evolution of Species and the Survival of the Fittest. Unique kinds of animals have evolved in the Galápagos—the Giant Tortoises, whose carapace differs in pattern and shape from island to island; Marine Iguanas, which dive to the bottom of the sea to feed on algae; a range of Finches with varying forms of bill adapted to different island foods; and a flightless Cormorant which did not need to fly because it had no natural enemies.

But pirates and whalers began slaughtering the Giant Tortoises for meat. Settlers introduced pigs, goats, dogs and rats, which destroyed the vegetation, hunted the young Iguanas and Tortoises, and ate their eggs.

To preserve this natural laboratory for future generations, the World Wildlife Fund helped set up the Charles Darwin Research Station on Santa Cruz Island.

This Research Station and the Ecuador Park Service have embarked on an intensive program to rid the islands of the unwanted animals and plants introduced from outside. Giant Tortoises are being raised from eggs collected in the wild; the young are released when they are large enough for their safety to be assured.



The World's Rarest Reptile

Lonesome George is the last known survivor of the Pinta Island species of Giant Tortoises in the Galápagos Islands, an archipelago 500 miles off the coast of Ecuador.

Unless a female of his kind can be found, the species will cease to exist when Lonesome George finally goes to his ancestors.

### Jungle Protection

The World Wildlife Fund's biggest land campaign has been for the conservation of the tropical rain forests, the last great untouched ecosystem in the world.

Despite responsible conservation by some concerned companies and governments, significant portions of the rain forests of the world are being cut.

In Southeast Asia an area bigger than Great

### Officers of the Board of Trustees of the World Wildlife Fund

President: John H. Landon (Netherlands)  
 Chairman: Sir Peter Scott (United Kingdom)  
 Vice-President: Dr. Lee Hoffmann (Switzerland)  
 Vice-President: Maurice F. Strong (Canada)  
 Honorary Treasurer: Louis Franck (Belgium)  
 Director General: Charles de Haes (Belgium)

### World Wildlife Fund: U.S.A.

Chairman: S. Dillon Ripley  
 President: Russell E. Train  
 Chairman of Executive Committee: Joseph F. Cullman 3rd  
 Vice-President: Marshall Field  
 Treasurer: Mrs. John A. Willis  
 Secretary: Josephine L. Murray, M.D.  
 Assistant Secretary: Marian O'Connell

Board of Directors:  
 Michel C. Bergerac  
 Howard F. Brokaw  
 Roland G. Clement  
 William G. Conway  
 Harold J. Coolidge  
 Ralph P. Davidson  
 Wallace C. Dayton  
 Sylvia Earle  
 Jack Ford  
 Mrs. Walter A. Haas, Jr.  
 Gordon Hanes  
 John W. Hanes, Jr.  
 Philip S. Humphrey  
 Lawrence S. Huntington  
 Francis L. Kellogg  
 Jay T. Lask  
 Scott McKay  
 Mrs. Constance B. Mellon  
 Roger Tory Peterson  
 Russell W. Peterson  
 Godfrey A. Rockefeller  
 Jeffrey R. Short, Jr.  
 Christine G. Stevens  
 J. McLean Stewart  
 Roger D. Stone  
 Nelson S. Talbot  
 George M. Woodwell

Britain and the Netherlands together has already been cleared.

In 1975, the World Wildlife Fund launched its "Save the Jungle" campaign to conserve key areas of rain forest.

One reserve, created in Costa Rica's Monteverde Cloud Forest, protects more than 1000 species of plants, 300 species of birds and 100 species of mammals. The Quetzal, sacred bird of the Aztecs, survives here.

The World Wildlife Fund is providing funds for the protection and development of this and many other forest reserves in Africa, tropical America, Asia—and in Indonesia, where the World Wildlife Fund is helping to establish a network of jungle reserves throughout the main islands to ensure the continued existence of viable rain forest.

### International Union for Conservation of Nature and Natural Resources

The World Wildlife Fund bases its programs on the best available scientific advice and the guidance of I.U.C.N. (International Union for Conservation of Nature and Natural Resources). This body of internationally recognized scientists works closely with the United Nations. It is appropriate therefore that it is the scientific partner of the World Wildlife Fund—the world's leading private international conservation organization.

One of the most important tasks of the I.U.C.N. is the development of action plans for the survival of species. It is necessary to determine the status of each endangered species, its numbers, and its habitat requirements. Funds are urgently needed to support this basic research.

### Much More Money is Needed

In the United States the World Wildlife Fund has approximately 67,000 donors. It raises \$2 million a year.

Most of this comes from Americans who generously respond to direct mail appeals or personal requests. Increasing numbers of leading U.S. corporations are also supporting the World Wildlife Fund.

But conservation projects here and overseas need much more money than the World Wildlife Fund has available. Every dollar contributed is professionally and scientifically managed. Not a cent is wasted. Only the most important projects receive help. There just isn't enough money to go around.

### For Your Children's Sake

Wildlife conservation is the serious concern of everyone who believes in the preservation of nature for future generations. Next time someone asks you for money for the World Wildlife Fund, please remember this advertisement.

And if you feel inclined to contribute right now, please use the coupon below.

### THE WORLD'S RAREST BIRDS

**Chatham Island Black Robin**  
*only 7 left (New Zealand)*

**Kauai Oo**  
*fewer than 10 (Hawaiian Islands)*

**Japanese Crested Ibis**  
*10 (Japan)*

**Mauritius Kestrel**  
*13 (Mauritius)*

**Puerto Rican Parrot**  
*26 (including 10 in captivity)*

**Ivory-billed Woodpecker**  
*fewer than 30 (U.S.)*

**Mauritius Pink Pigeon**  
*24 (Mauritius)*

**Seychelles Magpie Robin**  
*36 (Seychelles)*

**Californian Condor**  
*fewer than 40 (U.S.)*

**Mauritius Parakeet**  
*fewer than 50 (Mauritius)*

**Kakapo**  
*fewer than 100 (New Zealand)*

**Whooping Crane**  
*115 (U.S. and Canada)*

**Spanish Imperial Eagle**  
*150 (Spain)*

**St. Lucia Parrot**  
*150 (Caribbean)*

**Imperial Parrot**  
*150 (Caribbean)*

**Cahow**  
*200 (Bermuda)*

**Short-tailed Albatross**  
*200 (Toshima, Japan)*

**Lake Atitlán Giant Grebe**  
*210 (Guatemala)*

**Takahe**  
*fewer than 250 (New Zealand)*

**Monkey-eating Eagle**  
*300 (Philippines)*

### Conserving Wetlands Around the World

In the United States, the World Wildlife Fund made a substantial purchase of tidal salt marshes along the New Jersey coast. These contain the breeding, wintering and feeding grounds of more than 300 bird species—including the Canada Goose, Snow Goose, Whistling Swan, Herons and Egrets.

In Britain, the World Wildlife Fund provided funds for the purchase of Caerlaverock Wildfowl Reserve—winter feeding place for Barnacle Geese. It also helped finance the purchase of water meadows and marshes in East Anglia.

In Austria, the World Wildlife Fund took over the lease of hunting rights to help establish a reserve in the Seewinkel-Neusiedler Lake area. Now ponds and reedbeds provide safe resting and feeding grounds for 100,000 Geese and tens of thousands of Duck.

Another important reserve has been purchased in Austria—the Marchauen-Marchegg estate, a wooded area rich in plant and bird life.

Near the Lednice Lakes in Czechoslovakia, the World Wildlife Fund has made a grant to further the creation of a reserve frequented by Ducks, Geese, Spoonbills and Waders.

In France, the vast wilderness of the Camargue in the Rhône delta, with its white horses, black bulls and nesting Flamingos, was threatened by commercial exploitation. The World Wildlife Fund raised funds to consolidate the Camargue as the basis of a regional park.

In Italy, the World Wildlife Fund helped to establish a chain of refuges on lakes and marshes for migrating birds along the west coast.

The Waddensea wetlands along the coasts of the Netherlands, West Germany and Denmark provide a breeding, nesting and feeding place for five million birds and a nursery for North Sea fish. But river effluents, land reclamation, industrialization and tourist development posed a threat. In collaboration with the Waddensea Society, the World Wildlife Fund is helping to protect this vital area.

### U.S. Birds of Prey

Eagles, Falcons, Buzzards, Kites and Condors have become threatened because it was believed—wrongly—that they attacked

Leopard and Cheetah in Africa, and a study into the worldwide commercial organization of poaching and smuggling, so that tighter controls can be devised.

India, Nepal, Pakistan, Kenya and Tanzania imposed export bans on furs of endangered species. The United States, Canada and Britain put controls on importation.

In 1973, the Convention on International Trade in Endangered Species of Wild Fauna and Flora was held. It banned trade in the skins of Tiger, Leopard, Cheetah and Jaguar, and closely monitors trade in other species. But the agreement will only become truly effective when it has been ratified by all trading countries, particularly Japan and the countries of Europe which are the main importers of fur.

### Threatened Deer

Thirty species of Deer are threatened with extinction.

The Manipur Brow-antlered Deer on their floating refuge of vegetation in Loktak Lake Northeastern India, may be down to fewer than twenty deer.

The World Wildlife Fund has sponsored a worldwide campaign to save endangered Deer. It backed a survey in Asia which led to projects for the Bactrian Deer in Afghanistan, the Hangul or Kashmir Stag and Himalayan Musk Deer in India, and the Mesopotamian Fallow Deer in Iran.

In the Kanha National Park in India, a World Wildlife Fund study led to scientific management of grasslands so that the Central Indian Swamp Deer, once down to only 55 specimens, is now increasing.

In South America, a World Wildlife Fund survey of endangered Deer species in Argentina, Bolivia, Brazil and Paraguay has led to projects to save the declining Pampas Deer, as well as the Huemul in Chile.

### The Oryx and the Néné

Two examples of successful cooperation between the World Wildlife Fund and other conservation organizations are the preservation of the Arabian Oryx and the Hawaiian Goose or Néné.

The Arabian Oryx, a creamy white antelope with



Néné Goose



### Yes! I want to contribute to the World Wildlife Fund

Enclosed is a check for \$\_\_\_\_\_ which is my personal contribution for conservation projects funded by the World Wildlife Fund.

Please send me further information.  
 Please put me on your mailing list.

Name \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

(Send your tax-deductible contribution to: World Wildlife Fund, U.S., Suite 800, 1601 Connecticut Avenue, N.W., Washington, D.C. 20009.)

This advertisement is sponsored in the public interest by Continental Forest Industries, a member of the Continental Group, Inc., and by an anonymous donor. It was prepared as a public service by Ogilvy & Mather.



# How to pay bills quickly, easily

If you still pay bills with cash, you waste hours running around town and standing in line. And you run the risk of losing large sums or meeting a thief. Be smart—open a Special Checking Account at Chase, and pay your bills by mail. A check is permanent proof of payment. You can start your Chase account today. No minimum balance required. No deposit charges.

**The CHASE National Bank**

(MEMBER FEDERAL DEPOSIT INSURANCE CORP.)