

W23

**Wednesday
Morning
Fax**
from
**The
Castle
Press**

3 ways to muscle up your advertising

The 10 largest U.S. advertisers invested \$1.688 billion *each* to promote sales of their wares in 1997, according to Professor John Philip Jones of Syracuse University, writing in the January-February issue of *Harvard Business Review*.

Almost 200 companies spent more than \$200 million each on advertising, he says. Another 100 companies invested more than \$80 million apiece.

Yet, Professor Jones writes, most companies are—or should be—disappointed by the results of their advertising.

“There’s a simple reason for the problem: advertising has fallen off top management’s plate. Most ad decisions are now relegated to low-level marketing functionaries who are more concerned with selling proposals up the chain of command than with taking risks or achieving excellence,” he says.

“Indeed,” he continues, “the whole process for developing ads is more focused on working the bureaucracy than on promoting creativity.”

The situation he describes offers opportunities for growing companies—which probably are more agile and opportunistic than corporate dinosaurs when it comes to advertising decisions.

The creative giants who galvanized the advertising business in the years just after World War II—among them, William Bernbach...Leo Burnett...David Ogilvy... and Rosser Reeves—“had the personality, the vision, and the authority to command respect from CEOs,” Jones observes.

“Any fool can write a bad ad, but it takes a real genius to keep his hands off a good one.”

—Leo Burnett

“Today, a lot more agencies are churning out a lot more proposals, but there are few true leaders,” he charges. “The task becomes a matter of bureaucratic risk-avoidance,” not of generating the best possible advertising. “The ads that would cause a stir in the market are the first to be rejected.”

Here are Professor Jones’s essentials for invigorating a company’s advertising:

1. *Increase top-level contact* between the advertising company and its agency. Regular boss-to-boss talks about advertising strategy “will have a trickle-down effect, encouraging greater agency-client collaboration at all levels.”
2. *Take a hard look at corporate advertising policy*, starting at the bottom—the lowest-level managers. Analyze how company policy affects the way they accept or reject ads.
3. *Monitor your advertising’s performance*. At least, Professor Jones urges, compare pretest scores with the actual results of your advertising.

Most owners or managers of small businesses—the bosses of most of the companies that receive this fax—don’t need to uproot an entrenched corporate bureaucracy in order to sharpen advertising effectiveness. Which gives them a huge advantage over a mammoth competitor.

The Castle Press – your best choice for a
printing partner since 1931.



1222 North Fair Oaks Avenue
Pasadena, California 91103
1-800-794-0858
www.castlepress.com

(02.23.00)