



Public Relations- INDUSTRY'S No. 1 JOB

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PUBLIC RELATIONS—

Industry's No. 1 Job

I cannot tell exactly in how many words I delivered this talk, but the words of a man speaking that way are not a word more or less in substance. I believe in the power of every word, perhaps not only of it in the hand but in the voice, and I believe that I happen to choose the words that are my own language.

But of course it can be said, even as we have said by agreeing with what that world changes must be said, that after all that the two governments have fallen, and now these United States stand as one of the two nations where the people still rule, where laws that represent a better future are being made, and where the future will be better.

The fundamental philosophy of public relations does not change. This talk was delivered more than eleven years ago. It is being reprinted now because requests for it still continue.

PUBLIC RELATIONS—

Industry's No. 1 Job

I ASSUME that most of us here have been so reared in the faith and the realities of a free America that even now, as a world war in ideas is disrupting established institutions everywhere, perhaps not one of us in his heart is ready to believe anything can happen to destroy the liberties that are our own heritage.

But of course it can. Already, even as we have stood by marveling with what ease world changes came to pass, one after another the free governments have fallen. And now these United States stand as one of the few countries where the people still rule, where men may aspire to a better future and where enterprise still is free.

Various reasons have been advanced for this amazing retreat from hard-won liberties, but the one important reason that need concern us is that the adherents of free government, those who support representative forms, the citizens—or, if you please, the customers of free government—have been slipping away. They have been abandoning their basic charters. They have been turning to new doctrines, not from any considered knowledge that

the new doctrines offer more, but for want of an understanding of their own government—its origins, purposes, methods and its results.

Now, when faith in an institution like government is lost—the purposes and principles forgotten—you must expect two results: the institution no longer renders its accustomed service, and new leaders arise.

Our Business System Challenged

Precisely these things have been happening, not because of any inherent or chronic weakness in the governments concerned, but because free peoples have been too busy enjoying their benefits, too intent upon capitalizing their opportunities, ever to consider that the system which produced these benefits and opportunities might itself sometime be imperiled. Few have stopped to realize that one can live under and yet not understand the why and the how of free government, can absorb its benefits and still not know the fundamental features distinguishing it from other systems. Few have stopped to figure what loss in their own personal lives a change in the system might bring. Longtime familiarity with common rights and privileges so often breeds indifference—if not contempt.

Coincident with this decline in the spirit of free governments—and as a direct outgrowth—it has been only natural that some should question another inherently strong and dynamic force. I refer to that institution so firmly imbedded in American tradition known as private enterprise. Call it the system of individual initiative, or the capitalistic order, or the American way of work and life—call it what you will, the facts are that our whole economic and industrial structure has been thrown into confusion. It has been thrown into confusion not because of any inherent or irremediable weakness within itself, but because it has failed to make clear to people the philosophy and principles of its own existence.

If the American business system is to preserve the right to continue its contributions to the general welfare, it must learn to interpret itself in deeds and in words that have meaning to others than itself. For it is not what industry can do for itself that matters. Industry's destiny rests and must necessarily rest not on the system's benefits to capital, not on its benefits to labor, but in the final analysis on its benefits to that most important group that is the common denominator of all—the consumer, the group that outnumbers and includes all others.

And are we not a little short-sighted nowadays to explore so many questions with thought for almost every class except the consumer? The employe's side we headline. The employer's side we expound. These two servants of industry we defend daily before our political tribunals in heated arguments. But rarely do we present the case for sober trial in terms that have consumer meaning before the supreme court of public opinion.

We Fail to Tell How and Why

We have been generally alert in building a profit motive system that has brought to the American consumer the highest standard of living in the history of mankind. We have been inexcusably stupid in our failure to give him an understanding of how it is that consumer dreams and desires become realities under our system of large scale enterprise. We have made too little effort to explain the A B C's—the simple premises and processes—of the American plan; to explain that the standard of living for all goes up, and can only be made to go up, as the true price of goods for all is brought down.

Industry Depends Upon Customers

And until this elementary concept is got across, how can we expect people to understand that their

advanced standard of living—far higher than anywhere else in the world—is inextricably linked to the characteristic American principle of mass production in industry by which managements are forever striving to drive costs lower and lower to make more and more goods for more and more people? Were this principle understood people would have infinitely greater faith in their own security. *They would see that hope ahead lies not in surrendering this basic formula but in making it work better and in making people understand it better.* They would recall with understanding that the high living standard that was enjoyed a hundred years ago by scarcely a tenth of our people is now the common possession of two-thirds. They would envision the time perhaps a half century away when, under a continued application of this same formula, poverty might become practically eliminated or at least reduced to a point where only a tenth of our people would be lacking a satisfying supply of the comforts of life. They would see plainly enough why industrial workers seldom migrate from, but always toward, lands of opportunity—why even recently there has been no evident trek back to the countries of the dictators.

Because so many have not had this understanding, have been viewing themselves as employers, or

workers, or farmers—rather than as consumers of goods—they have allowed their narrower outlook almost to blind them, and have put under scourge the source of their broader opportunities. Without realizing it, they have put business on the spot.

Thrust by this turn of events into an awkward and unaccustomed place, conscious of past omissions and critical future needs, industry has been fervently taking stock of itself and submitting to frank, and frequently brutal, self-examination. It has conducted a searching inquiry into the validity of its established principles and accepted doctrines. Out of that inquiry has come a great new interest in what we refer to as human, or public, relations as applied to business. For industry, like democracy, depends for its present success and its future existence upon people, upon those who partake of its responsibilities and its benefits—upon men and women—upon customers.

Success Once Was Popular

One reason that business has not needed in the past to explain the customer advantages of the system, or that free government has not needed similarly to explain itself, is that in earlier days these advantages were extolled in the literature of the

time. The benefits were new and vivid. For most of the 150 years of our existence as a nation our songs and poetry, our school books, our popular literature were written in a vein reminding people that they lived in the best of all lands. Ambition was generally taught as an admirable trait. The philosophy even took such expression in the Horatio Alger books—naive, judged by today's standards—as parables on the advantages of working hard and getting ahead. Successful men were objects of popular regard. To call a man a captain of industry was to praise him.

So it is only in recent years that we have begun to talk about public relations. I wonder how many of us realize, when we use those words, exactly what they mean. I recall a quotation from Justice Holmes in one of his decisions when he said: "A word is not a crystal, transparent and unchanging; it is the skin of a living thought and may vary greatly in color and content according to the circumstances and time in which it is used."

Means "Relations with the Public"

Now when we put together two words which have not been together in the past—I mean the words

public relations—we have joined two words that are not joined in Webster's Dictionary, although there you will find public house, public service, public school and public spirit.

Public relations is a synthetic term carrying many meanings. By some it is used as a fancy name for common press agency; by some as a term for insidious propaganda to put something over. By others it is used to mean the telling of the "favorable" side of business. It is, of course, none of these things. It is infinitely more. Put the two words together in a different way and you have "relations with the public."

Now, if we are going to talk about the public, we must regard the term as something more than a label. It refers to people—people comprising many over-lapping groups. The folks who build our products. Those who distribute them. Those who buy them. Those who own the business. Those who live in the plant community. Those who supply materials.

Most persons fall within this or that special group. But the important thing is that they are all customers—members of that largest of all groups—the consuming public.

Public relations, therefore, is not something that can be applied to a particular phase of a business—nor is it an umbrella covering everything but touching nothing. It is rather a fundamental attitude of mind—a philosophy of management—which deliberately and with enlightened selfishness places the broad interest of the customer first in every decision affecting the operation of the business.

The philosophy of public relations turns not upon the needs of industry but upon the needs of the customer. And upon what better ground could industry want to stand?

Let me go further and ask—Upon what better basis can industry go to the people and plead its franchise for continued service, so long as it offers through customer satisfaction a better way of living than has yet been developed through any other known system?

Industry's "Social By-Products"

But it is no longer sufficient that business produce goods or services of the kind customers want at a price that customers can pay. Although heaven knows that in itself is hard enough to do. In addition—and here we break into a new field of man-

agement responsibility—business must provide and dispense those goods and services in a manner to win general approval and under circumstances that will promote social as well as economic progress. The great lesson that business is learning is that people are interested in more than just the product and the price. They are interested in the way things are done, in what might be called the “social by-products” of industry.

Defined broadly, good relations with the consuming public is not something that industry can achieve through publicity or through the activities of a particular department of the organization. *Public relations in the broad sense is not a specialized activity like production, engineering, finance, sales. It is rather something that cuts through all these as the theme for each. It is an operating philosophy that management must seek to apply in everything it does and says.* It is the philosophy of saying sincerely things people like—and saying them the way they like. It is more. It is the philosophy of doing things people like—and doing them the way they like. And, remember this, *the doing is more important than the saying. But the doing alone is not enough.*

Not everyone in industry understands this constructive philosophy of public relations. And so, too

many of our so-called public relations efforts to date have been defensive measures. We have been engaged in putting out fires rather than in removing the causes of trouble by building durably for the future. In some quarters the desperation of circumstances has encouraged a naive mixture of faith and hope that this thing called public relations would really turn out to be a new form of industrial salvation, atoning for past sins and promising a blissful future. Press agents, hack writers, publicity hounds, lobbyists, psychoanalysts, pseudo-scientists, straw vote experts and dozens of other “specialists”—good, bad and indifferent—have been drafted to perform that psychological face-lifting operation known as “molding public opinion.” The result has ranged from the ludicrous to the tragic. But even so it has been refreshing, for it has evidenced a groping for new standards. We are beginning to find that there is more to public relations than patching up the mistakes of the past or providing temporary and soothing substitutes for sound management policies which should be in operation.

Public Relations Not a Panacea

I think it must be apparent that the typical handling of public relations in the past will not meas-

ure up to the requirements of the future. I think it must be apparent that—as might be expected in a field so new—nowhere is there to be found a public relations man who would claim to measure up to the requirements of today. We long ago passed the era of press agency, but rare indeed is the organization or man that has better than a child's grasp of what will be required through the broadened public relations approach of the years to come.

Indicative of the ever-changing concepts through which public relations is groping to find its true place in business is the rapidly shifting balance in the responsibilities placed upon industrial managements. For example, the company with which I happen to be associated is in this year 1938 beginning its fourth decade of growth. Looking back over its major problems by decades you see an interesting cycle of change in emphasis on the elements that have demanded the attention of its executives. When it began in 1908 it was concerned primarily with financing—putting the pieces together. The second decade might be regarded as an engineering, production era. The third, merchandising. But I have noticed that as it enters its fourth and present decade of growth the major problems that occupy the thought of executives bear on public relations

in one way or another. And the burden of successful management everywhere in industry is moving in the same direction.

As we pass into an era when industry seeks a more sensitive touch with consumer wants, leadership in industry will pass to men who first of all make it their business to study human relations with just as much science as they now study materials and methods. It will pass to executives who understand that the major problems in the future will be with governments and with people. And the time will come in your life and mine when the big jobs in industry will be bossed by men who in their comprehension of the practical factors in the business include also understanding of the influences that move men's minds and hearts.

New Leadership in Industry Foreseen

The problems which occupy the greater part of the time and attention of the industrial leader of today were scarcely heard of ten years ago. Tomorrow, business and industrial executives will be on as familiar ground in the realm of human relations involving public attitudes, customer reactions and the whole range of the social sciences as yesterday they were in the field of production. The leaders of

industry who are blazing new trails in industrial management are precisely men of this type. And American industrial leaders as a group will become experts in this new field, just as they always have learned to become experts in every field on which industrial progress depended.

Thus, far from being a program of defense or an academic experiment in mass psychology, public relations, as a philosophy of management, projects itself inevitably in terms of concern for human beings—for higher standards of living. For what is this thing we call the standard of living but an economic name for how well people's wants are being satisfied?

Now I suppose there is nothing of which we can be so proud, or to which the world points with so much envy for the example it provides of human progress, as the high standard by which we nearly all live in America. With 6 per cent of the world's population, we have 50 per cent of the world's telephones. We have 44,000,000 savings bank depositors. We spend more for education than all the rest of the world. We have 64,000,000 people protected through life insurance. We have a radio for every six persons. We have enough automobiles for every man, woman and child to go riding all at once on a Sunday afternoon.

Such proofs of the validity of our system of free enterprise are not monuments merely to be gazed at in wonder, or values only for future generations. They are benefits in use here and now by people, by men and women, by the customers of our economic system. Yet most of these men and women do not possess even a rudimentary knowledge of the source of their common comforts. Only a beginning effort has been made to explain why these benefits exist here and why they do not exist in any other country in the world.

Misconceptions Threaten American Standards

Have we done all we can to make people understand these fundamentals? Have not you and I unwittingly allowed influences to seep into our land that will destroy our American standard of living unless we correct some public misconceptions soon? Have we not allowed concepts to grow up that are a threat not alone to capital, to labor—to industry big and small—but to the well-being of the American consumer himself? Is it not a challenge to you and me as public relations men not to duck but deal with the job of meeting these present-day fallacies?

The challenge that faces us is to shake off our lethargy and through public relations make the

American plan of industry stick. For, unless the contributions of the system are explained to consumers in terms of their own interest, the system itself will not stand against the storm of fallacies that rides the air in this era of easy, world-wide and instantaneous communication.

I refer to such fallacies as the one that sets up class hatreds by declaring that industry is a device operating for the unholy benefit of a few economic royalists. For this injures not particularly the economic royalists but industry itself and all those who live by industry—especially the thousands upon thousands of small enterprises. Repressive measures always hit them hardest. It ignores the fact that the American system of enterprise, more than any other, prevented the growth of classes by enabling each generation to replenish from the ranks the leadership at the top. Has it not provided the means for a wider distribution of wealth, of comforts, of the benefits of civilized living than has been attained by all the planned economies of the past three thousand years?

And does not this fallacy ignore the fact that 84 cents out of every dollar of manufacturing income goes to the employe, whereas the remaining 16 cents is divided up between the inventor, investor and all the rest who keep the industrial machine

going? Does it not ignore the fact that in our profit and loss system corporate earnings over a period average barely more than bank interest on the capital employed?

The Business Sit-down Fallacy

I refer to the fallacy that business went on a "sit-down" strike to bring on this depression to embarrass the New Deal and to embarrass labor. That somehow or other business has secured the magic key by which prosperity can be turned on and off as from a spigot. This makes a very exciting story. It is probably the most flattering left-handed tribute paid to business in many a day. But does it not ignore the cold, prosaic fact that industrial production and business volume depend not upon the capital under control of managements but upon the capital in the pockets of potential customers? Is it not the customer who says how many days a week the factory is going to run? Is it not the customer who says whether a new plant addition is going to be built? One thing is sure. Nobody in Government or in industry, or anywhere, yet possesses the power or the knowledge to control the swings in the economic cycle.

I refer to the fallacy that the way to create buying power is to level down from the top. That the way to

spread wealth is to divide it, not multiply it. It is a shameful commentary upon our neglect of elementary business interpretation that such a doctrine, based upon the outworn philosophies of Karl Marx and the Socialist school, should ever have gained a foothold in these United States. For does this theory not ignore the fundamental fact that production of goods precedes distribution of goods—that increase in wealth can only come through producing ever more and more things to distribute?

I refer to the fallacy that the machine is driving men into idleness. Does this theory not ignore the fact that jobs for workers increase almost in direct proportion as workers can call upon horsepower to help them? Does it not ignore the fact that during the last 50 years of machine development, while the population of the nation has doubled, the number of wage earners in factories has trebled? Does it not ignore the fact that for every person given a job in manufacturing enterprise additional jobs are created in supplying and corollary services? Does it not overlook industry's use of the machine to build automobiles by which jobs were eventually provided for 1,000,000—jobs that would never have been created under handcraft methods—as against 60,000 jobs furnished through buggy building in its heyday?

Does it not ignore the fact that industry must be dynamic, ever-progressing, ready to capitalize upon technology in order to force costs lower and lower! That it must make ever more and ever better goods if a higher standard of living is to be created for all and if people are to be enabled to partake of the spiritual and cultural values of civilization?

Should we permit fragmentary and hand-picked testimony in regard to the machine to circulate as factual findings? Should we confess that our present stage of progress in the production of goods represents the peak, and that we are willing, through the misguided imposition of artificial restraints, to sink back to the level of the handcraft age?

The Fallacy Regarding Management

I refer to the fallacy into which so many workers have been led that the salary of the boss comes out of their pockets—that management is overpaid at the expense of the workers. Does that theory not ignore the fact that the industrial worker himself is the principal beneficiary of the increased living standard resulting from industrialization; that management, without which there would not be industry, costs but a few cents a week for each worker? Does it not miss the very purpose of management in the industrial

scheme of things and the fact that, in relation to accomplishments in producing jobs and goods, American business management is the least expensive in all the world? Is anything more costly than a failure in management? Is anything more expensive, to worker and to consumer alike, than inefficient management?

Does Bigness Always Mean "Badness"

Finally, I refer to the fallacy of fallacies—the strange belief that bigness in industry somehow is synonymous with badness, as if size had anything to do with morality. Here is a delusion which strikes at the root of our economic system. For, by and large, are not the benefits that distinguish us from other nations, the things that visitors from abroad would like most to copy, precisely those things made possible by our American system of large-scale production? Does not such a theory overlook the fact that through the pattern of bigness you can purchase for \$1200 a car that would cost \$12,000 built like a house on the pattern of smallness? Does it not ignore the fact that the consumer and nobody else determines that industry sometimes must be small and sometimes big to serve him well—big, as for instance, when buyers want steel tops on their cars, which must be formed

on drawing presses costing \$80,000 each? Does it not ignore the fact that big business, instead of crushing smallness, is, through creating new demands for supplies, services and related activities, the most prolific breeder of small businesses so far known? Are not big business men and little business men after all about the same fellows beneath the skin? On fundamentals they think and act pretty much alike. Did not the recent Washington conference indicate that small business is nothing more than big business in embryo—than smallness on its way to bigness? Does not this prime fallacy condemn the small business to permanent stagnation?

Big and Little Business Mutually Dependent

The point I wish to make is that it takes all manner of businesses—big and little—to make an industrial world. And neither large enterprises nor small will be able to capitalize their resources to the full in the interests of the consuming public unless like water they find their own levels.

Now, it is little comfort that these theories, notions, contentions and beliefs have no basis in fact and that people ought to know better. *Public relations must start not with what people ought to think but with what they actually do think. An opinion deeply*

rooted in consumer consciousness is just as much of a fact, so far as public relations is concerned, and just as important a fact to be dealt with, as a scientific finding from a research laboratory. And we must treat these psychological findings with all the respect we would treat any other finding. We must move up to them not in temper but objectively.

A Challenge to Better Understanding

These fallacies present to industry an honest challenge to interpret through public relations for consumer guidance the principles and facts underlying industrial existence just as industry would, if challenged in other technical fields, seek remedies through legal, engineering or merchandising channels. If American industry, by constantly placing within the consumer's reach a better way of living, has helped to give the world the best life in recorded history and created the greatest nation of consumers known to mankind, *why should it hesitate to tell the story?* Why should we not recognize our responsibility to clarify untruths which, if allowed to grow, would destroy for the consumer the benefits that are his?

Considering the stake, it is difficult to understand why industry has allowed itself to be crowded

through the smear techniques of the opposition into apologies for efforts to develop good relationships with consumers. Nor is it easy to understand why we have sometimes been frightened into the notion that if we move at all we must move with subterfuge, in secrecy, with doubt of our approach—nor why we should not discuss openly and frankly everything we do in a desire to create good relations with the public.

Now how is industry in its collective sense to go about this job? What the public thinks of industry is the sum total of what it thinks of the individual parts. So the correction of past misconceptions and the foundation for future good concepts must boil up from the work of individual companies.

There is in the Book of Nehemiah the story of the fall of the Wall of Jerusalem and of how all those who lived there builded for their mutual protection a new stronghold of their own closely adjoined houses. Strength of the whole comes from a unification of the individual members.

What is there that each individual company in its own way and sphere can do to possess the regard of people—do for itself as an institution and do, as an inevitable by-product, for the system?

The most obvious lesson any company can learn, and seemingly the most difficult, is that good relations outside grow from good relations inside. If there is any secret to success in building good public relations it is that you must begin at home and work from the inside out. Begin in the plant if you want to be well thought of in the plant community. Begin in the plant community if you want to be well thought of over the nation.

Public Relations Begin at Home

First: A company's public relations program, to get anywhere, must begin with good relations in the outer office and inside the plant. If the immediate family is not happy and informed, those whom it meets on the outside will not be either. To outsiders those who work for a company are the company—outsiders judge the company by the folks they know in the company. But good relations with employees depend upon something more than high wages. The pay of course should be right always, but to most every employe a sense that he is being treated fairly is just as important as that he is being paid well. Lack of attention to grievances, real or fancied inequalities in treatment, failure to explain the whys and wherefores of company policies —

these are the things that underlie most troubles.

Happy is that organization where by deed every employe is made familiar with the principles and the philosophy upon which the business is run. Happier still is the organization where words as well as deeds on the part of management form the basis for understanding—understanding with the employe in overalls, and with the employe in a “white collar” who has been all but forgotten for lo these many years. How the employment office hires, what the foreman does, how the paymaster pays, how management conducts and articulates itself—these are the A B C prerequisites to building harmony within the family.

One of the difficulties is that business sometimes fails to anticipate the natural barriers that grow up between the men at the top and the men at the bottom as growth takes place. We suspect those we do not know. You are all familiar with that story of Charles Lamb, who said: “I dislike that man.” “But,” came the reply, “you do not know him.” “Of course,” was Lamb's answer, “I do not know him. If I did, I couldn't dislike him.”

It is not always easy to transmit the philosophy of the president to the foreman. It is not always easy to transmit the philosophy of the foreman to the top management. *But unless two-way channels of communica-*

tion are cleared from top to bottom and from bottom to top, the industrial machine weakens and one day bogs down.

The small merchant employing four or five people has no difficulty in maintaining an understanding between himself and his employees. They know his problems. They are willing to cooperate when business falls off. They can see he is trying to pull through as best he can. As the business expands, it becomes harder for them to see that—unless the small merchant, now grown big, sets about deliberately to project the philosophy that his men just naturally picked up when he was small. When the manager becomes a step removed from his men, the business tends to get into abstractions. The bosses become “management.” The employees become “labor.” And then, instead of a fellow who hires some one to work for him, we have “capital and labor”—and the stage is all set for a series of misunderstandings.

The "Home Town" Folks Know

Second: A company's public relations is strongly rooted in its plant community relations. There is no place a company is so much liked or hated as where it lives. Employees and townsmen observe what goes on, exchange views. No company can get away

from the opinion of it held by folks in its home town.

Good community relations grow largely from the attitude of employees. As citizens of the community in which the company has its being, they are the best spokesmen for its policies. But beyond this, the company, as a partaker of community benefits, must consciously assume its share of community responsibilities. Local management must make sure that it understands the community's wants and needs and that in turn the community is made to understand what the company proposes to do and how.

The interests of industry and of the community are mutual and supplementary; industry contributes the economic atmosphere—the community, the moral, the cultural and the civic atmosphere in which employees live. Unless industry has confidence in the community and the community has confidence in industry, how can the interests of either be fully served?

"Living Right" Is Not Enough

Third: With good relations inside the plant, and good relations within the plant community, you have the base for good relations with the public outside. But you can never take those relations for granted. Living right is not enough. People must

know you live right. We must know people. They must know us. Know our company. What we really want is good relations with many more people than would find out about us were we content to allow the deed to speak for itself without any aid in its wider projection.

The art of public relations embraces the art of multiplication—that is, the art of multiplying endlessly the good impressions of a company. It involves the honest but skillful employment of all the known media but, most important of all, a development of new approaches and a more advanced technique in their use than any we have as yet learned. To work effectively, the multiplier in public relations must be a 1960 model.

In conclusion, let me say that none of these things are easy of accomplishment. But none of them are impossible of accomplishment. They will not even be very difficult, as events seem to be shaping now, *once industry sets about solving its public relations problems with the same serious effort in years gone by it set about solving its financing, engineering and production problems.*

They will not be nearly so difficult of accomplishment as time goes on if industry, mindful of its responsibilities in the social order, begins to stand

“for” some things and not so often “against” things.

You and I and everybody working for industry must severally, and each in his own way, assign to himself this task. We must look upon public relations, not as something superimposed, but as the way a business is conducted. It is the philosophy of management in its endless struggle to give the consumer more for less.

Of, By and For the Consumer

What each individual company does and says will vary as each keeps to its sphere. But there is one theme that must spread its way through every pattern, one basic formula all must follow. I refer to the paramount need for labor everywhere to plan its course mindful that *jobs and pay checks come—first and last and all the time—from customers.* I refer to the paramount need for all businesses—big and small alike—to plan their course *mindful that their existence is of the consumer, by the consumer and for the consumer.* With such a conception of public relations we will not go far wrong, for essentially are we not all customers—all consumers?

There is no place for public relations that connives or squirms or distorts facts. Public relations is honest. It is frank. It is open. It has vigor. It gains

strength by application. Use it honestly, but use it on deeds and thoughts to make them multiply—without fear, without apology, without reserve. For to the extent that industry through public relations fails to maintain its initiative, its courage, its freedom of movement, is not the whole structure of our society endangered?

To establish this management philosophy of concern for the customer as a basic concept of the business, to see that it pervades the organization from top to bottom, to interpret with honesty the practices and precepts of the business in terms of benefits to others—lest business lose for the world the right through sound and ceaseless progress to serve humanity—that, as I see it, is INDUSTRY'S NO. 1 JOB. That is PUBLIC RELATIONS.