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# The Past As Prologue To the Future

by  
Edward L. Bernays

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The "father of public relations" reveals some warm and personal observations drawn from his experience in a career that spans seven decades as an advisor to presidents, business, and industrial leaders.

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*(This article is from an address given before a joint meeting of four major Boston professional associations: — the New England Chapter of the Public Relations Society of America, the Publicity Club of Boston, Women in Communications, Inc. and Yankee/International Association of Business Communicators.)*

I have carefully considered what might be most interesting and helpful to say to you. I have found it sound practice over the years, faced with such a question, always to go to the public concerned for the answer.

I recall for instance, many years ago when we worked with General Motors that Mr. Alfred E. Sloane, Jr. called me in and said excitedly, "We have a new car with front wheel suspension springs!" And, I said, "What are front wheel suspension springs? Nobody in the public will know what they are!" So, we went out and asked a number of people what they thought front wheel suspension springs were. One man said, "Oh, I know! Knee-action wheels!" The car, a Buick, which was the first car to have these things, was called "the car with knee-action wheels" and outsold every car in its price range.

I asked a half dozen of you what you thought you might be most interested in, and you answered, as my assistant put it, "Why don't you tell them, from your ninety year life span, ideas you think may be helpful to them in their private and professional life."

So I accepted the suggestion of your members. I searched my mind for ideas that met this criterion. I found that the answer from my mind was that these ideas fell into three categories.

The first concerned your "life style" and personal fulfillment. The second concerned your "work style"; and the third concerned what in German is called "weltanschauung" ". . . outlook on the world and social responsibility. I am going to try in the next few minutes to outline these various ideas.

## LIFE STYLE

As to the first . . . "life style". All of us in this country try to carry out the life style we desire. I have great faith in the United States and believe that any individual can carry out his or her destiny within his or her capabilities, either acquired or inherited depending upon the special school of psychology you most believe in. I do

not accept the idea of a dichotomy in life which states that one must work at what one hates or dislikes so one can play at what one likes or loves. Our society is so widespread in its appeals to men and women of differing temperaments that everyone should be able, through research, and I stress *research*, to find a vocation that gives him or her both economic and personal satisfaction.

Another point in life style . . . a curious ambivalence prevails about the part that money plays in one's life. It is important, I think, for every individual to have a very clear idea of just where money fits into his or her affairs so that the so-called "money angle" assumes its proper relationship to other values that go into the making of a total life. America has so many values and value systems inherent in its structure that money should never play the dominating role in an individual's life, unless the individual is a congenital miser.

## LIFE GOAL

With 50 states of every shape and size scattered over 3 million square miles, with cities, towns, villages and farms dominating the landscape, again, sound research should be cor-



"I do not accept the idea of a dichotomy in life which states that one must work at what one hates or dislikes so one can play at what one likes or loves."

related to self-analysis of one's hopes, wants, desires, wishes, dreams, and aspirations so that all fit into a broad pattern "life goal". Obviously in a financed capitalist society it takes money to buy anything . . . but the most important thing you should do about money is to figure out how, what, where and when it is to fit into your life.

I have also found it to be sound policy that nothing possible of accomplishment should deter you from attempting to bring it about. Many of us who plan ahead often are deterred by what appear to be so-called "insurmountable difficulties". But, no difficulties that are surmountable are impossible of achievement.

If I had thought only of the difficulties (and this is an example) in bringing about my goals, 22 million children would not have been happily sculpting in Ivory Soap throughout the school systems of America in a competition we planned for Procter and Gamble to make the children that once hated soap . . . mothers used to wash the kid's face and the soap burned their eyes . . . realize it was not their natural enemy but was an outlet for their creative abilities, sanctioned by the educational system. And here I might add that if you want to put that into an abstraction . . . the soap sculpture competitions represented the coincidence of private and public interest in a way that applies to many other activities. So, I think that I might have a new adage for you. And the adage would be, "Hitch your wagon to an almost unreachable — but reachable — star."

Henry Luce, who started *Time* and *Life*, whom we worked with, once said to me that the proper mix of the "Four M's" can accomplish any possible goals. The "Four M's" he designated were Manpower, Mindpower, Mechanics and Money. (I always added Womanpower to his designation of Manpower.) I think it is fair to say in a discussion of life

style that everyone needs someone, be it wife, or husband or best friend who will honestly tell you that you have halitosis or whatever. People who have a strong sense of personal worth are often unaware of facets of their behavior disturbing to others, are often unconscious of these facets. It is sound policy to have someone who will tell you what others cannot, should not, or don't, tell you.



Edward L. Bernays at 90 looks back on a career of seven decades of accomplishment in human and public relations, and today is an active participant in community and cultural affairs.

#### IMPORTANCE OF READING

One additional point: I find that reading is a most important part of your life style, whatever its purpose. With over 35,000 books published a year . . . here are some suggestions on choosing those which will apply to your life and work. I suggest you read the weekly *Library Journal* and *Publisher's Weekly*. In that way you can keep in touch with objective, factual reviews of the latest books

that are intended for libraries and wholesale book buyers months before the *New York Times* or any newspaper review comes out. You can also read in these magazines descriptions of forthcoming books that foreshadow trends of thinking and action in the United States public and the fields you are most interested in.

One other thing. Never restrict your reading of media only to your inclinations. Read everything from left of right to right of left, and also read the left and the right if you are dealing with the American public.

I remember that in the Joe McCarthy period it was considered suspect to read the *Daily Worker*. You might be called a "fellow traveler". I read it anyway. My suggestion is that you see at least four papers daily. Not necessarily to get the news in those four papers and absorb it all, but rather to find by reading these different papers what the publics of these papers are exposed to so that you can get a picture of the mentality and knowledge of the public you may be dealing with.

Here in Cambridge (MA) for instance . . . I monitor, and I use the word "monitor" advisedly because obviously I don't read everything in them. I monitor the *New York Times*, the *Boston Globe*, the *Boston Herald-American*, the *Christian Science Monitor*, and the *Wall Street Journal*, makes five. I also see the *London Times*, and three weekly newspapers put out in Cambridge.

From a periodical standpoint I think anyone who has to keep in close touch with all of life in the United States should read *Time* and *Newsweek*; *The Nation* and the *New Republic* to get another point of view; *Business Week*, *Fortune*, *Forbes*, *U.S. News & World Report* to get the business viewpoint; and certainly *Mother Jones* and the *Progressive* to find out what the liberal thinking in the country is.

*Continued . . .*



"Obviously in a finance-capitalist society it takes money to buy anything . . . but the most important thing you should do about money is to figure out how, what, where, and when it is to fit into your life."

If you're concerned with the women's field obviously you will read McCall's, Woman's Day, Vogue, Harper's Bazaar and possibly some of the other new magazines that are catering to the new business and professional woman.

In addition, in connection with your work, read Editor & Publisher, a weekly, for news of the media, and certainly several of the newsletters pertaining to your field.

I think this requirement, onerous though it may sound, is really basic and will make you an individual who is better in his judgement, let's say, than going only to a Gallup or Roper, or a Yankelovich poll on your subject. You are at a loss too, if you do not know, understand, and keep in touch with the world of which you are a part.

I also, as a matter of interest, read Variety, the weekly journal of show business. Not to learn about show business but because it gives me a truthful, accurate picture of how show business interprets the unfulfilled desires of the American public, and the forms of escape they are most interested in at the moment. Which in turn, may be helpful in giving me orientation on whatever I may be dealing with.

A very important supplement to your sources for reading is subscribing to a service that I use from the Library of Congress in Washington that sends me index cards with full information on the latest books, either copyrighted or acquired by the library, on any subject of your choosing. These little cards come in every day and give me a description of content, and if it interests me sufficiently I act and get a copy of the book, or if I don't want to spend that much money on the book I ask the library to get it for me.

Recently I met a professor of communications who told me that he did not have the time to read newspapers. He gathered all of his information about the world, watching

one TV evening news program. It seems likely that this professor has a distorted picture of the world from the 22 minutes that comes to him every night, and that this information cannot enable him to judge the world accurately or fairly.



Edward L. Bernays was just 9 years old when his family went to Austria to visit uncle Sigmund Freud. Garbed appropriately for the occasion, Bernays is seated foreground.

### STOREHOUSES OF KNOWLEDGE

One of your greatest assets, that I think most people don't know or act on, are the storehouses of knowledge of the world: the libraries. They can open social, economic, ideological, esthetic and cultural doors. They can do anything for you, and yet I know from statistics that they are little used by many people.

One head of a very large corporation told me he didn't have time to read books. He asked me for a 30,000 word report on a very important subject that we were to research, and as I left the office (Napoleonic chamber) he said in more than a whisper . . . "Now Mr. Bernays, when that report is ready, I want you to reduce it to one page."

Most people are unaware of how painstakingly knowledge in the most diverse fields is classified and clarified in libraries. For instance, there are reference guides in every subject

making it easy to find literature on the most elusive topics. There are even reference books for reference books. There are two publishers: one, Bowker, and the other Gale, who have built up a tremendous business in directories of directories.

And yet, I know few people relative to the number who might avail themselves of these books who use them for their own purposes. To me they represent one of the most valuable resources a human being needs both personally and in his work.

Incidentally, I think you can all also use your influence to insure that freedom from censorship is maintained toward preserving and conserving a free flow of the most diverse information to help human beings: information that is found in libraries.

I have in mind, for instance, that only recently a friend of mine, Studs Terkel, found that his book was not permitted in schools because of the people he had referred to in terms of the language they used — language that the people who banned the book thought should not be made public. Obviously it was language that the students ought to know about because it represented the American public.

"Never restrict your reading of media only to your inclinations. Read everything from left of right to right of left, and also read the left and the right if you are dealing with the American public."

## WORK STYLE

Now . . . some ideas that might apply to your "work style". If you are employed, choose your employer carefully. One of the sad work elements I have noted during my lifetime is that many, many people move around as if they were on a carousel. Actually it is the onward and upward movement that gives people fulfillment and gives society its greatest benefits. In my experience I consider it much sounder for anybody to work out for himself, or herself, a five year plan or even a ten, twenty, or forty year plan. Most of the large corporations I have dealt with have a five year plan and have set a goal in terms of everything from buildings to the number of people to the percentage of the market. I have found that the same approach can be applied to human beings.

I remember years ago when we were advising a U.S. Attorney in New York who was running for office. He sent over his assistant, a young man named Tom Dewey. This was a very charming young graduate of Columbia University. And I said to him, "Tom, what would you like to be?" And he replied, "I would like to be the president of the United States!" "Have you planned for it?" I asked. And he admitted he hadn't. "Well", I said, "The first thing you do is to work to become the District Attorney of New York and throw out the Mafia. Then after you've made a name for yourself, you become governor of New York . . . plan for that. And then, after you're governor of New York you can easily plan for president." Actually, H. V. Kaltenborn, who was the great "Walter Cronkite" at the time, announced him as president and so did the Chicago Tribune. He only lost by a small amount. But that illustrates what I mean.

One of the fascinating elements about our financed, capitalist, demo-

cratic system is that "a cat can look at a king." That "meritocracy" and not aristocracy rules the roost. And, interestingly enough, you will find that men and women of eminence, regardless of their field, are interested, willing and eager to help young people achieve eminence such as theirs. If you make the attempt to inquire you may even care to publish the result of your studies for the benefit of others and profit to yourself.

## AN ENGINEERING APPROACH

I call a broad plan of action to gain your goals the "engineering of consent". I use the word "consent" because the Thomas Jefferson principle is that everything in a society can be won by the consent of the people. I use "engineering" because the situation is so complex that you would become a one-armed paper hanger unless you use an engineering approach to your goals.

This "engineering of consent", quickly stated, which you can apply to your personal work style or which you can apply to clients . . . I can give you seven specific points: 1. Define your personal goals for your client or employer. 2. Carry out research to find out what the situation is and how your goals can be accomplished. 3. Modify your goals if the research shows that your goals were only wishful thinking and not realizable goals. 4. Develop your strategy. This would go back to the use of the "four M's"; mindpower, man and woman power, money and mechanics. 5. Develop on a planned basis what organizational approach you will use to meet your goal. 6. Put down the themes and appeals you will use to the publics upon whom you are dependent and which you've gotten from research . . . which will make the people respond whom you'd like to have respond. 7. Outline your timing and planning of tactics.

I find that this is a much wiser way of meeting your goals, whether for your client or yourself, to find the place you want in this complex, complicated society. It's so much better than having one job, and then another and yet another after that. When the "engineering of consent" is employed you may use it for yourself, your client, or your employer.

Another truth I have learned which I pass on to you is this: Never attack the ego of your superior by stating that he is wrong and you are right. The most valued possession that any individual has is his ego. The higher up the ladder you go the more prevalent this becomes.

If you want to gain acceptance for what you say, remember this: It is much easier to gain acceptance by quoting authority, giving reasons for your point of view or referring to tradition than telling someone that he is wrong.

## ON TRADITION

I could give you a little incident on "tradition" which indicates how important that is. We worked with the brewers after prohibition. Beer had been associated with the saloon and all of the negative aspects of our society. I told them that they should call their beer, "the beverage of moderation". And then I suggested that they engage a home economist from the University of Iowa. (We chose Iowa advisedly.) She was to make a study of revolutionary heroes and find out what their attitudes and actions were as regards to beer. Six months later this young woman reported on the basis of actual findings that George Washington loved chocolate beer cake, and that other revolutionary heroes also liked beer. We printed a recipe book based on her research and sent copies to the legislatures of the states with a request that beer, "the traditional beverage of moderation" be taken out of

*Continued . . .*



"If you want to gain acceptance for what you say remember . . . it is much easier to gain acceptance by quoting authority, giving reasons for your point of view, or referring to tradition than telling someone that he is wrong."

the saloon and sold in grocery stores.

The findings of social scientists apply to your work. They have discovered that words by themselves are accepted by people only if those people have an apriori acceptance of the ideas, and they reject what the apriori don't believe. Words are rejected if they convey to the individual something he has not believed before. This means that much printed or spoken matter that men and women are exposed to is not believed. Unfortunately many practitioners who deal in words have not as yet been exposed to these findings by the social science community. They still think words persuade and convince when in fact they may have no such impact.

Interestingly enough, I have found that words relate to action, particularly if the action has the desired effect upon the individual. Your advance research will indicate what action will have that effect. It is also basic that reason, persuasion, tradition, and authority conveyed in words singly or together may indeed have an effect on the individual reader.

During World War I, I worked with the United States Committee on Public Information (1918-1919) to build the morale of our own people, strengthen that of our allies, win over support of the neutrals and weaken the morale of the enemy. Woodrow Wilson's two famous phrases, "Make the world safe for Democracy.", and "The war to end all wars" won over millions of people to the war effort. Their imaginations were fired, and through acceptance of these words in the 14 points, the Czar of Russia and the German emperor, two of the most important individuals in the world, were tumbled.

## SOCIAL SCIENCE

We can also use the findings of social science that emphasize the



Enrico Caruso as well as Nijinsky, Samuel Goldwyn, Thomas A. Edison, and industrial tycoons, among them Henry Ford, Henry Luce, George Washington Hill and Alfred E. Sloan, Jr. are among Bernays clients. Bernays is on the right with the noted tenor.

pre-eminence of what I call "group leaders" and "opinion molders" in influencing the public. Let me give you a few examples. We worked with the Beechnut Packing Company which made bacon. It was suffering because Americans were eating skimpy breakfasts of simply coffee and rolls. We asked our physician what kind of breakfast was needed before the working day. He said a very substantial one, because the body gives up energy in the night which should be replenished each morning before the body goes out for 8 hours of work. I went to a former health commissioner of New York, (who wanted in a nice way to promote himself) and asked if he would inquire of his medical colleagues about the need for substantial breakfasts. The doctors confirmed this need and the media published the survey results. As a result of this, people ate bacon and eggs which was recommended by the physicians as one of the breakfasts they should eat . . . and the

bacon sales went up!

Let me give you another example of what group leadership can do in the United States. We were working with the book publishers of America who came to us because they wanted to sell more books. Research that we conducted indicated that people did not throw away books. I found that the reason that they didn't throw away books is that the word "book" in Greek is "biblos". "Biblos" became the name for the bible and obviously nobody would throw away a bible. Therefore nobody would throw away a hard cover book.

Our research also showed that the people who liked books most would reach the saturation point after their book cases were full. We wrote a letter to the most eminent men in the vocations and professions in the United States and asked them what books they owed their eminence to. They all came back with lists of books. Obviously, everyone whether a banker or a governor would ascribe his eminence to books.



"I have found in my lifetime that 'people power' is the dominant force in our society. All of you in your separate fields need to consider it as such."



Bernays has advised presidents of the United States from Calvin Coolidge through Dwight David Eisenhower. This was on the occasion of a conference on international communications arranged by Bernays, at the president's left.

Because books, and "biblos" and the bible are so closely related and it gave them distinction to give credit to books for their eminence.

We published the results of these surveys and obviously the newspapers at the time ran headlines on the business page, "Bankers owe eminence to books." with the names of the bankers, etc. We had copies made of the clippings and sent them to all the important builders and apartment house owners suggesting to them that they had better have bookcases that were installed and built into the rooms of the houses and apartments. As a matter of fact, after some months the sales of books went up because since nature abhors a vacuum, nobody would put tomato cans in the bookcases in his drawing room.

Social science can also be the key to solving problems. One of our clients, the United Fruit Company, had the problem of a nomadic labor force. The Indians who worked for them would stay in one place

for only three years because the corn that formed the staple of their diet exhausted the soil in that time. The company didn't know what to do. The logical step, which we took, was to get the University of Iowa to develop a hybrid corn which would grow in the soil year after year. They did that. However, the Indians refused to use the new corn because they believed the corn was highly associated with their procreative powers and they feared they might be adversely affected by the new corn. I asked an anthropologist whom I knew what to do about this. He suggested that we have the shaman or medicine man of the tribe bless the new corn for his followers. This was done. The Indians accepted the corn and the company's labor problems were solved.

#### RESEARCH FOR RESULTS

I talked about research in work style. Let me give you an example of how research can work. When

the makers of gelatin came to us to increase their sales we went to the Mellon Institute in Pittsburgh and asked them to find out, through research, what the qualities of gelatin were. They discovered that gelatin made milk digestible for children who were otherwise unable to drink it. After their findings we went to the board of education in San Francisco, sent them a lot of gelatin with the findings of the Mellon Institute. They then announced that they were using it — and overnight this news spread. Instead of the market for gelatin (Jello was the main brand) as a sweet dessert, it became an important element in maintaining the physical integrity of the children of the country who couldn't absorb milk.

Through research, for instance, we found that kitchen cabinets had jars built into them marked "coffee", "tea", "salt", and "sugar". We wrote to women and asked them if they would like a jar marked "gelatin" and they said, "Yes!". We sent these findings to the people who made the kitchen cabinets and they added a "gelatin" jar. And again, since nature abhors a vacuum, the sales of gelatin went up.

Let me give you another example of research: When I was a little boy my mother wouldn't let me eat bananas because they were supposed to be indigestible. When we worked with bananas we suggested that they be researched. We took them to the Childrens Hospital associated with the Presbyterian Hospital in New York, where Dr. Paul diSant'Agnese made a study and found that bananas had in them a carbohydrate that children with celiac (gluten enteropathy) and Cystic Fibrosis could digest. As a result of that study the Cystic Fibrosis Society was founded. As a matter of fact, Gerber's Baby Food which had never touched bananas before, began to put bananas in those little glass jars.

*Continued...*





Bernays with Eleanor Roosevelt. She is just one of the many legendary figures he advised and worked with.

## RUMORMONGERS

One other thing as to work style: I found that very often you have to deal with rumors. Rumors can spread to the disadvantage of a company, because every so often they appeal to the self-esteem of individuals that are involved and they will immediately act on them. For example, we worked with the Waldorf-Astoria in New York. There was a rumor that the Waldorf was going to be taken over by Marshall Field. Overnight room cancellations came from all over the country. Mr. Lucius M. Boomer, who was president, said "Mr. Bernays, what would you do?" I said, "Never deny a rumor! Whom have you got at the Waldorf who is a spectacular figure whom we can use to blanket the rumor?" He replied, "We have a maitre d'hotel who is as well known as the Waldorf, called 'Oscar of the Waldorf.'" I asked, "Are you willing to make a ten year contract with him?" "I certainly am!" he answered. Well . . . a ten year contract was made with Oscar of the Waldorf to the accompaniment of motion picture cameras and overnight the rumor stopped.

Another example . . . a rumor, spread undoubtedly by competitors,

that there was pellagra in a factory that made cigarettes. (This was when cigarettes were not yet known to be carcinogenic.) We suggested that the health commissioner of Raleigh, North Carolina give a certificate of merit to the factory if he found that it maintained the highest standards — which it truly did. No mention was made of the false rumor. Overnight this was a success and the rumor stopped.

Another company we worked with suffered from a rumor that the company was prejudiced against Americans of Italian extraction. This resulted in a boycott of its products in all American communities around the United States that had Italian background. We suggested that a well-deserving Italian-American in the company be promoted to vice president. The president found such a man. This was publicized and the boycott immediately ended.

## "PEOPLE POWER"

I turn now to the last subject of my three: "world outlooks and social responsibilities". I have found in my lifetime that "people power" is the dominant force in our society. All

of you in your separate fields need to consider it as such. By "people power" I mean the power of people to shape events through the action of public opinion. I always point to Ralph Nader, an unknown young lawyer in New York state who singlehandedly took on General Motors by appealing to "people power". Then, by further appealing to "people power" he became one of the most important figures in the United States and the god-head symbol for the consumer movement.

"People power" has been brought to bear even through books. Look at Rachel Carson's effect, through her book "Silent Spring", on sprays and insecticides. "People power" developed safety movements and earth movements. But, regrettably, it also censors books in the public library through the "people power", for instance, of the Moral Majority. "People power" is not always beneficent as we know from the Hitler and Mussolini regimes . . . but it is always potent.

The virtuous, constructive nature of man that Freud calls "the life wish" can be appealed to in abolishing everything negative, from nuclear weapons to junk food additives. Certainly all of you in your diverse fields need to keep uppermost in your minds in your everyday functioning . . . "people power".

## SOCIAL RESPONSIBILITY

Then there is the matter of "social responsibility". All of us expect more from our society than our forebears did. And we must also, it seems to me, expect to give more. Most people, I find, (and I haven't made a Gallup poll), think of "social responsibility" as voting every year or so, supporting a local hospital or the United Way, and letting it go at that.

In actuality, modern society, and particularly the fields you are engaged in, provide the wherewithall



"... I think I might have a new adage for you. . . . "hitch your wagon to an almost unreachable — but reachable — star."

in ideas and know how of assuming greater "social responsibility" than I surmise many of you realize. With your particular training and skills you can become active in denying or affirming to the print and broadcast media actions undertaken by government at any level by anybody, which you favor or disfavor. Anyone can become a proponent for social good and against social evil simply by utilizing the U.S. mails and gaining acceptance for your point of view through the media and "people power".

I knew one man in New York who built his entire reputation as a banker on getting one letter used by the New York Times once a year.

#### ETHICAL STANDARDS

In your outlook too, you must consider ethics. Unfortunately society is not as ethical as it should be. If you want to keep a good conscience and get a good night's sleep you must be ethically sound in your practice. But each individual must decide for himself what is ethically sound, and not depend on what is generally acceptable to his peers, or even to his government. As an example . . . when my wife and I were associated together we turned down Generalissimo Francisco Franco's Fascist Spanish government and Samosa's Nicaraguan dictatorship when the United States recognized both of these gentlemen and their governments. If we had adopted the ethical standard of the United States at that time I felt we would have been unethical and therefore hypocritical in our own eyes.

My latest thought concerns all of you at some time or another. I don't think it will concern you for another fifty years or so but you might just keep it in mind. As you get older in years you will find that modern day society suffers from a cultural time lag. People still believe in Shakespeare's legend from "As

You Like It": that the human race has seven stages in progressive order from the infant "muling and puking in its nurse's arms" to the decrepit old man "sans eyes, sans teeth, sans hearing, sans everything." The social scientists have proven Shakespeare wrong. Each individual, they have found out, has five simultaneous ages and they do not have to match one another. Each of us at the same time has a chronological age, a physiological age, a mental age, a societal age (how he or she adjusts to other people) and an emotional age. If somebody asks you how old you are, answer them by saying, "Which age do you mean?" If they ask for your emotional age, don't tell them!

Also, modern medical research has helped to eliminate many of the physical factors that come with chronological age; from nitroglycerin to all kinds of other remedies so that today millions of Americans are 60, 70, 80, and 90 years old and are hale and hearty!

Claude Pepper, the congressman from Florida is trying to have a law passed making discrimination against chronological age unlawful. I was fascinated to find that at Polaroid, the man who testified with me was a worker who was 69 years old and absolutely fit. He was the one who had worked out their newest technological camera.

I have shared with you some of the lessons I've learned in a long lifetime of nine decades and I hope that they will be useful to you and the society of which you are a part.

Patrick Henry once said, "I have but one lamp by which my feet are guided and that is the lamp of experience. I know of no way of judging the future but by the past." I think that perhaps some of my past experiences may be helpful to you in the course of your own future. Thank you for the opportunity to talk to you. □

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Edward L. Bernays created and named the profession of counsel on public relations. In great part because of his writings, teachings and lecturing, public relations has developed as a profound influence in the United States and the free world. In 1923 he wrote the seminal book on the subject "Crystallizing Public Relations" which laid down the principles, practices and ethics of the profession. In that same year he taught the first course in public relations at an institution of higher learning at New York University. A nephew of Sigmund Freud, he pioneered the application of the social sciences to public relations. He has become a legend in his own lifetime.

The clients that have made up Dr. Bernays' diverse practice read like a blue book of organizations and individuals. In partnership with his wife, Doris Fleischman Bernays (deceased), he has advised presidents of the United States from Calvin Coolidge through Dwight David Eisenhower; legendary figures such as Enrico Caruso, Nijinsky, Samuel Goldwyn, Thomas A. Edison and Eleanor Roosevelt; and industrial tycoons, among them Henry Ford, Henry Luce, George Washington Hill and Alfred E. Sloan, Jr. He has served as counsel to the United States Departments of State; Health, Education and Welfare; and Commerce.

He is responsible for many constructive national movements, social changes, and trends and has been at the center of the decisive changes of our time, many of which he initiated.

Dr. Bernays has written and/or edited fourteen books on public opinion and public relations, and has contributed to numerous periodicals. Simon & Schuster published his memoirs, "Biography of an Idea" (1965), and F.W. Faxon Company published a bibliography of the Bernayses, "Public Relations, The Edward L. Bernayses and the American Scene" (1978).