PROMOTIONAL TECHNIQUES UTILIZED
IN THE NEGRO MARKET
FOR ONE HUNDRED TWENTY-TWO NATIONAL CONSUMER BRANDS
by
Barbara Jean Davis

A Thesis Submitted to the Faculty of the
DEPARTMENT OF MARKETING
In Partial Fulfillment of the Requirements
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1965
STATEMENT BY AUTHOR

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APPROVAL BY THESIS DIRECTOR

This thesis has been approved on the date shown below:

William C. Davis March 17, 1965

WILLIAM C. DAVIS Professor of Marketing Date
PREFACE

Individual United States corporations are always seeking new potential markets in which to increase their sales and profits. Since the early 1950's, some corporations have recognized the Negro market as an undeveloped potential source of increased market share. The purpose of this study was to examine and analyze promotional techniques employed for 122 national consumer brands in firms' efforts to gain a greater share of the potential Negro market. Special attention was given to the future promotional plans for the brands in terms of possible adoption of integrated advertisements in general and Negro media.
ACKNOWLEDGMENTS

The author would like to acknowledge the assistance received from the following individuals and corporations.

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Calvert Distilling Company
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Canada Dry Distilling Company
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Clairol, Inc.

Coca-Cola Company, The

Colgate-Palmolive Company, The

Del Monte, Inc.

Eversharp, Inc.

Falstaff Brewing Corporation

Fleischmann’s Distilling Corporation

Fromm and Sichel, Inc.

General Motors Corporation

Gordon’s Dry Gin Company, Ltd.

Greyhound, Inc.

Haig & Haig, Ltd.

Theo Hamm Brewing Company, The

I. W. Harper Distilling Company

Heublein Distilling Company

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Maytag Company, The

Miller Brewing Company, The

National Biscuit Company, Nabisco Cookie Division

National Distillers

Old Hickory Distillers®

Old Taylor Distillery Company

Pepsi-Cola Company, The

Pet Milk Company

Ford Motor Company, Philico Division

Philip Morris, Inc.

P. Lorillard Company

Procter and Gamble Company, The

Quaker Oats Company, The

Radio Corporation of America, The

R. J. Reynolds Tobacco Company, The

Roma Wine Company, The

Schenley Distillers

Schenley Imports Company

Schieffelin & Company

Joseph Schilitz Brewing Company, The
ACKNOWLEDGMENTS (Continued)

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Sealy Mattress Company
A. E. Staley Manufacturing Company
Sterling Drug Company
Taylor Wine Company
Trans World Air Lines
United Air Lines, Inc.
Vick Chemical Company
Zenith Radio Corporation
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ABSTRACT

Although the Negro market was important, what appeared to be truly significant was the usage of Negro media and integrated advertisements as intra-industry competitive tools. The buying choices of the Negro consumer were normally limited to American produced products. Marketers, therefore, were not generally concerned with possible foreign competition for the Negro sales dollar. It appears that the Negro market became important in individual industries only after one or more industry members began using Negro media to increase sales. Usage of Negro media was adopted for defensive, competitive reasons, not because the individual Negro consumer was vital to the firm. Increased usage of Negro media and integrated advertisements was the result of increased industry competition, rather than any feeling of social obligation.
CHAPTER 1

INTRODUCTION

The purpose of this study was to explore the promotional techniques employed by the marketers of 122 national branded products in the Negro market.

The hypothesis on which the study was based and which it attempted to prove was:

The lessening of differences between Negro and white consumers provided an opportunity for the concentration of promotional efforts in general media. Instead of this concentration, increased usage of Negro media and integrated advertisements has occurred. The significance of this action lies not in the use of these two techniques in the competition for the Negro market, but in their use as intra-industry competitive tools.

The specific objectives of the study were to:

1. Determine the promotional methods employed by the marketers of 122 nationally branded products for penetration of the Negro market.
2. Enumerate the reasons for the selection of the media and evaluate the methods employed.

3. Determine plans under study for increased promotional efforts in the Negro market.

4. Evaluate reasons for any changes that are planned for the future.

5. Determine if product and industry characteristics limit or enhance utilization of integrated promotional techniques.

6. Determine if patterns are present in the various product groups indicating adoption of one promotional method by the majority of marketers.

RESEARCH METHODS AND TECHNIQUES

A survey method incorporating the use of preplanned, structured questionnaires was utilized for gathering primary data.

The initial step in gathering primary data consisted of two parts. The first involved the securing of copies of Ebony and Sepia magazines from which a list of all firms who had advertised in the two publications during the past eight years was compiled. The second part entailed the viewing of a full week of programing
for each of the three major television networks over a period of six weeks. All marketers using Negro models or integrated situations in their television commercials were added to the partial list compiled from Ebony and Sepia. The preliminary list included the names of the marketers of 210 national brands. Because the study was to include only firms active in both the general and Negro market, all firms not marketing their brands in both markets were deleted from the preliminary list.

For further refinement, the firms and their brands were classified by product groups. The fifteen product classifications were:

1. Automobiles.
2. Beer.
3. Cigarettes.
5. Drugs and Sundries.
6. Food (Staple Groceries).
7. Footwear.
8. Home Furnishings and Appliances.
9. Home Laundry Supplies.
10. Liquor and Wine.
11. Medicated Facial and Skin Creams.
13. Transportation Services.
15. Wearing Apparel.

To facilitate further refinement of the product groups, the following criteria were established to select those groups which were to be included in the study.
1. A minimum of three major marketers, each of which exceeds one million dollars in annual sales, are included in the product group.

2. Of the individual firms included in each group, at least two must have used Negro media or integrated advertisements for two or more years.

3. Each product group includes five or more individual brands.

Utilizing these criteria, the following ten product groups were selected for the study.

1. Automobiles.
2. Beer.
3. Cigarettes.
4. Drugs and Sundries.
5. Food (Staple Groceries).
6. Home Furnishings and Appliances.
7. Home Laundry Supplies.
8. Liquor and Wine.
10. Transportation Services.

After selection, the product groups were classified as to whether they contained convenience, shopping, or specialty goods. For purposes of clarification, the three classifications were defined as follows:

A convenience good is one which the buyer purchases at regular intervals and about which he concerns himself least in making choices. Normally, extensive distribution is utilized for the product and its utility is destroyed through use. Of low unit value, the convenience good purchase constitutes a small portion of the consumer's total budget.

A shopping good is one that a consumer feels is important enough to shop around comparing brands, quality, and price. The unit price is normally higher than for other goods and important differences may exist in brands and types of goods. Utility is normally not destroyed immediately by use.

A specialty good is quite similar to a shopping good. The difference lies in the fact that the consumer usually has a definite brand in mind which he may desire enough to suffer inconvenience to obtain. These products are normally more suited to exclusive or selective distribution.

The following criteria were used to determine the classification under which each product group was placed. It should be
understood that several possible methods exist for classification of each individual product. The criteria used were intended to reflect how the majority of consumers would be likely to view the individual products.

1. Regularity of product purchase.

2. Period involved in destruction of product utility.

3. Price per unit as a factor in the purchase decision.

Based on the three criteria, the ten product groups were classified as follows:

**Convenience Goods**
1. Beer.
2. Cigarettes.
3. Drugs and Sundries.
4. Food (Staple Groceries).
5. Home Laundry Supplies.

**Shopping and Specialty Goods**
1. Automobiles.
2. Home Furnishings and Appliances.
3. Liquor and Wine.
4. Transportation Services.

With the selection of the ten product groups completed, the number of brands to be included in the study was reduced to 122. In preparation for the designing of the questionnaires to be used for gathering primary data, the 122 brands were classified with respect
to the situations portrayed in advertisements for Negro media.

Advertisements were illustrated using one of four possible situations.

1. Situations featuring white models.
2. Situations featuring Negro models.
3. Situations featuring Negro and white models in integrated groupings.
4. Situations featuring the product solely.

Using these four situation classifications and the proposed objectives of the study as the basis, four individual sets of questionnaires were designed. Sample questionnaires may be examined in the Appendix. Although the questions in each set of questionnaires were basic, additional questions pertaining to individual brand characteristics were added in all cases. The questionnaires were mailed to the advertising, marketing, or brand managers of the 122 brands. An accompanying letter explained the purpose of the questionnaire and the use to which the information would be put.

Replies to 107 of the 122 questionnaires were received. This was a 87.7 per cent rate of return. Included in the 107 replies were fourteen letters expressing regret at being unable to reply to the questionnaires. Classification of these letters as part of the no reply group resulted in a corrected rate of return of 76.2 per cent.
Upon receipt, each completed questionnaire was coded on the basis of the product's situation classification. The questionnaire was then assigned a control number. A master card, containing the control number and questionnaire answers, was prepared for each product. Master cards were also prepared for all questions in each questionnaire set. Each question was defined as to the type of information provided and classified under one of the following six headings:

1. H-1 Historical background.

2. H-2 Current media and techniques used.

3. H-3 Reasons for selection of media.

4. H-4 Future techniques and media plans.

5. H-5 Circumstances surrounding adoption of future plans.

6. H-6 Executive or company comments.

Using the master question cards, a tally sheet was prepared for each heading summarizing the aspects and points included in the various answers.

Thirty days after mailing, follow-up letters were mailed to the firms whose completed questionnaires had not been received. Forty-five days after mailing, fifteen firms had not replied. A study was made of each of the fifteen firms utilizing the following sources:
Each of the firms and their brands were studied for patterns in promotional methods and techniques. Local distributors and agents were interviewed to secure their views on company policies.

Utilizing the inferential method of analysis, secondary and primary information for each brand was analyzed on the seven following facts:

1. What was the firm's promotional background in the Negro market?

2. What were the media and techniques used?

3. Why were these techniques and media selected?

4. Did the techniques selected correspond to a promotional pattern within the product group?

5. Is a change in the program planned for future promotional campaigns?

6. On what basis were future plans made?

7. Had the firm considered the use of Negro models in general media or the use of models in integrated situations in Negro and general media?

In addition to the above-mentioned analysis, an analysis dealing with group patterns and characteristics was included at the end of each section.
PRESENTATION SCHEDULE

The presentation of the material is divided into six chapters, including this introduction.

Chapter 2 contains a discussion of the market territory and background. The chapter includes the general characteristics of the Negro market, factors contributing to its importance, and the market potential of the Negro market.

Chapter 3 includes a discussion of media and methods of market penetration employed in the Negro market. Television, radio, newspapers, magazines, billboards, and point-of-purchase displays are discussed as media. The estimated effect on sales and the contribution to total long run goals of the firm is included in the discussion.

Chapter 4 initiates the discussion of the 122 products and brands. Material in the chapter deals with shopping and specialty goods and discussion is centered around the four product groups and the firms and products classified under this heading.

Chapter 5 contains the discussion of the other six product groups classified as convenience goods.

Chapter 6 contains the conclusions of the author based on an analysis of the research.

Appendices and references complete the presentation.
CHAPTER 2

MARKET BACKGROUND

The Negro consumer has always been present in the market, but his position in recent years has changed. The tastes and desires of the Negro grew closer to that of his white counterpart. Increased income, basic cultural changes, and population shifts contributed to this lessening of differences between the two races. The material in this chapter deals with these changes and their implications.

IMPORTANCE OF THE NEGRO MARKET

In the mid 1950's, producers and marketers of consumer goods and services found themselves at a crossroad. No longer was it possible to reach the potential Negro market through promotional appeals illustrated primarily for white consumers. The "catch as catch can" approach toward attracting minority elements of the market was no longer considered effective.
The Negro market represented a potential purchasing power of $23.5 billion annually. Individual firms came to recognize that meeting the challenge of penetrating this market was necessary inorder to meet increased competition and maintain an adequate market share. The problem had arisen as to how the Negro market could be effectively penetrated.

GENERAL CHARACTERISTICS OF THE NEGRO MARKET

Changes in the general characteristics of the Negro market were examined to develop a clearer understanding of its importance and growth. The areas of cultural environment, economic environment, population locations, and economic position of population locations had all undergone changes which often had influenced promotional patterns.

Cultural Environment

From their early history, Negroes have had a feeling of inferiority. Their education, income, social standing, and


standard of living were always below the white medium. During the past five years, the Negro endeavored to improve his position in society. Negro leaders emerged and encouraged united action to achieve a better place in American society. Wages were still low, much housing sub-standard, and educational facilities inadequate; but the Negro was trying to improve his own position through joint action. With this surge of activity came a desire, on the part of the Negro, to be pictured as a consumer with needs and wants comparable to those of his white counterpart. The Negro wanted to be pictured as a part of the mainstream of American life.

Income Distribution

Monies available for food, clothing, and "extras" influence the consumer's "subjective worth of money."


4. Wilkins, 1.

In the past decade, as the variety of products available increased, the producer had to evaluate his own product in terms of its ability to satisfy the desires of the consumer in relation to cost incurred. Producers were interested in consumer desires and the money available to fulfill these desires. The distribution of money among individuals or groups in the market was of special interest to the producer.

In the United States, during 1959, 90,454,556 persons over the age of fourteen received some form of income. This total group was composed of 81,020,386 whites, 8,689,380 Negroes, and 744,790 individuals classified as "others." The distribution of these groups under the nine income classifications established by the U. S. Department of Commerce is shown in Table 1 on page 15. Examination of this table reveals that the largest percentage of individuals, for each group, fell in the $1 to $999 or less income classification. The total United States percentage for this classification was 25.5 per cent. Individually, white and Negro groups had a 23.9 per cent and 39.7 per cent distribution respectively.

<table>
<thead>
<tr>
<th></th>
<th>INCOME IN 1959 OF WAGE EARNERS FOURTEEN YEARS OR OLDER BY RACE FOR THE UNITED STATES</th>
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<tr>
<td></td>
<td>(millions)</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
</tr>
<tr>
<td></td>
<td>$1</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$999</td>
</tr>
<tr>
<td>U. S.</td>
<td>90,455</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>White</td>
</tr>
<tr>
<td></td>
<td>10.7%</td>
</tr>
<tr>
<td></td>
<td>Negro</td>
</tr>
<tr>
<td></td>
<td>10.2%</td>
</tr>
<tr>
<td></td>
<td>Other</td>
</tr>
<tr>
<td></td>
<td>10.2%</td>
</tr>
</tbody>
</table>

The amount and source of income for the Negro family were important factors to the producer in his evaluation of the Negro market. In 1959, incomes of 74.4 per cent of the employed Negroes in the United States did not exceed $2,999. The Negro median income of $1,519 fell short of the national average which was $2,823.7 Women contributed to the incomes of many Negro family units. In many cases they were the sole support of the unit. The experienced Negro labor force was composed of 4,155,568 males and 2,566,057 females. Median income figures by sex were $2,703 for males and $1,219 for females.8 Detailed information concerning the income distribution and sex of the Negro labor force is given in Table 2 on page 17. In the $7,000 and over income bracket, success for the Negro came mainly in the fields of manufacturing, Public Administration, and Government Education Services.9 It was significant that the last two fields were regulated against employment discrimination by state and federal laws.

7. Ibid.
9. Ibid.
<table>
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<tr>
<th>Total Persons:</th>
<th>$1</th>
<th>$1,000</th>
<th>$2,000</th>
<th>$3,000</th>
<th>median income</th>
</tr>
</thead>
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<tr>
<td>MALE</td>
<td>$999</td>
<td>$1,999</td>
<td>$2,999</td>
<td>$3,999</td>
<td></td>
</tr>
<tr>
<td>4,155,000</td>
<td>849,257</td>
<td>676,114</td>
<td>785,269</td>
<td>689,583</td>
<td>$2,703</td>
</tr>
<tr>
<td>FEMALE</td>
<td>2,566,057</td>
<td>1,153,410</td>
<td>591,443</td>
<td>386,789</td>
<td>239,562</td>
</tr>
<tr>
<td></td>
<td>$4,000</td>
<td>$5,000</td>
<td>$7,000</td>
<td>over $10,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$4,999</td>
<td>$6,999</td>
<td>$9,999</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MALE</td>
<td>558,532</td>
<td>476,800</td>
<td>90,155</td>
<td>29,858</td>
<td></td>
</tr>
<tr>
<td>FEMALE</td>
<td>123,617</td>
<td>59,554</td>
<td>9,225</td>
<td>2,457</td>
<td></td>
</tr>
</tbody>
</table>

Location of Population Centers

In the 1960 United States Census, the Negro population was 18,871,831 or approximately 11 per cent of the total United States population. In 1964, the Negro population was estimated to be over 20,000,000.10

Since the early 1930s, Negroes have tended to group primarily in the larger cities of the Northern and Western United States. This concentration resulted, in part, from the lack of opportunity for the Negro family to earn a reasonable income in most areas of the rural South and in smaller towns throughout the United States. As a result, armies of young Negroes moved into the larger cities of the Northeastern, North Central, and Western United States. The eighty-three cities whose populations included over 20,000 Negroes are listed in Table 3 on pages 19, 20, and 21. These cities and their areas accounted for 90 per cent of the nation's total wholesale sales and 66 per cent of the total retail sales.11


<table>
<thead>
<tr>
<th>City</th>
<th>Total Population</th>
<th>Negro Population</th>
<th>Negro Percentage of Total Population</th>
</tr>
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<tbody>
<tr>
<td>Akron, Ohio</td>
<td>37,636</td>
<td></td>
<td>13.0</td>
</tr>
<tr>
<td>* Atlanta, Georgia</td>
<td>186,464</td>
<td></td>
<td>38.3</td>
</tr>
<tr>
<td>Atlantic City, N.J.</td>
<td>21,532</td>
<td></td>
<td>36.2</td>
</tr>
<tr>
<td>Augusta, Georgia</td>
<td>31,670</td>
<td></td>
<td>44.8</td>
</tr>
<tr>
<td>Austin, Texas</td>
<td>24,518</td>
<td></td>
<td>13.2</td>
</tr>
<tr>
<td>* Baltimore, Md.</td>
<td>326,589</td>
<td></td>
<td>34.8</td>
</tr>
<tr>
<td>Baton Rouge, La.</td>
<td>45,475</td>
<td></td>
<td>29.8</td>
</tr>
<tr>
<td>Beaumont, Texas</td>
<td>34,883</td>
<td></td>
<td>29.3</td>
</tr>
<tr>
<td>Berkeley, Calif.</td>
<td>21,850</td>
<td></td>
<td>19.7</td>
</tr>
<tr>
<td>* Birmingham, Ala.</td>
<td>135,113</td>
<td></td>
<td>39.6</td>
</tr>
<tr>
<td>Boston, Mass.</td>
<td>63,165</td>
<td></td>
<td>9.1</td>
</tr>
<tr>
<td>Buffalo, N.Y.</td>
<td>70,904</td>
<td></td>
<td>13.3</td>
</tr>
<tr>
<td>Camden, N.J.</td>
<td>27,463</td>
<td></td>
<td>23.4</td>
</tr>
<tr>
<td>Charleston, S.C.</td>
<td>33,522</td>
<td></td>
<td>50.8</td>
</tr>
<tr>
<td>Charlotte, N.C.</td>
<td>56,248</td>
<td></td>
<td>27.9</td>
</tr>
<tr>
<td>Chattanooga, Tenn.</td>
<td>43,141</td>
<td></td>
<td>33.2</td>
</tr>
<tr>
<td>** Chicago, Illinois</td>
<td>812,637</td>
<td></td>
<td>22.9</td>
</tr>
<tr>
<td>** Cincinnati, Ohio</td>
<td>108,754</td>
<td></td>
<td>21.6</td>
</tr>
<tr>
<td>** Cleveland, Ohio</td>
<td>250,818</td>
<td></td>
<td>28.6</td>
</tr>
<tr>
<td>Columbia, S.C.</td>
<td>29,488</td>
<td></td>
<td>30.3</td>
</tr>
<tr>
<td>Columbus, Georgia</td>
<td>31,208</td>
<td></td>
<td>26.7</td>
</tr>
<tr>
<td>* Columbus, Ohio</td>
<td>77,140</td>
<td></td>
<td>16.6</td>
</tr>
<tr>
<td>Compton, Calif.</td>
<td>28,225</td>
<td></td>
<td>39.3</td>
</tr>
<tr>
<td>* Dallas, Texas</td>
<td>129,242</td>
<td></td>
<td>19.0</td>
</tr>
<tr>
<td>Dayton, Ohio</td>
<td>57,288</td>
<td></td>
<td>21.8</td>
</tr>
<tr>
<td>Denver, Colorado</td>
<td>31,066</td>
<td></td>
<td>6.3</td>
</tr>
<tr>
<td><strong>Detroit, Mich.</strong></td>
<td>482,223</td>
<td>28.9</td>
<td></td>
</tr>
<tr>
<td>Durham, N. C.</td>
<td>28,258</td>
<td>36.1</td>
<td></td>
</tr>
<tr>
<td>East St. Louis, Ill.</td>
<td>36,338</td>
<td>44.5</td>
<td></td>
</tr>
<tr>
<td>Flint, Mich.</td>
<td>34,521</td>
<td>17.5</td>
<td></td>
</tr>
<tr>
<td>Ft. Worth, Texas</td>
<td>57,327</td>
<td>16.1</td>
<td></td>
</tr>
<tr>
<td>Galveston, Texas</td>
<td>28,135</td>
<td>42.0</td>
<td></td>
</tr>
<tr>
<td>Gary, Indiana</td>
<td>69,123</td>
<td>38.8</td>
<td></td>
</tr>
<tr>
<td>Greensboro, N. C.</td>
<td>30,817</td>
<td>25.8</td>
<td></td>
</tr>
<tr>
<td>Greenville, Miss.</td>
<td>20,188</td>
<td>48.6</td>
<td></td>
</tr>
<tr>
<td>Hartford, Conn.</td>
<td>24,855</td>
<td>15.3</td>
<td></td>
</tr>
<tr>
<td>* Houston, Texas</td>
<td>215,037</td>
<td>22.9</td>
<td></td>
</tr>
<tr>
<td><strong>Indianapolis, Ind.</strong></td>
<td>98,049</td>
<td>20.6</td>
<td></td>
</tr>
<tr>
<td>Jackson, Miss.</td>
<td>51,556</td>
<td>35.7</td>
<td></td>
</tr>
<tr>
<td>* Jacksonville, Fla.</td>
<td>82,525</td>
<td>41.1</td>
<td></td>
</tr>
<tr>
<td>Jersey City, N. J.</td>
<td>36,692</td>
<td>23.0</td>
<td></td>
</tr>
<tr>
<td>Kansas City, Kans.</td>
<td>28,134</td>
<td>23.1</td>
<td></td>
</tr>
<tr>
<td>* Kansas City, Mo.</td>
<td>83,146</td>
<td>17.5</td>
<td></td>
</tr>
<tr>
<td>Knoxville, Tenn.</td>
<td>20,715</td>
<td>18.6</td>
<td></td>
</tr>
<tr>
<td><strong>Los Angeles, Calif.</strong></td>
<td>334,916</td>
<td>13.5</td>
<td></td>
</tr>
<tr>
<td>Louisville, Ky.</td>
<td>70,075</td>
<td>17.9</td>
<td></td>
</tr>
<tr>
<td>Macon, Georgia</td>
<td>30,900</td>
<td>44.3</td>
<td></td>
</tr>
<tr>
<td>* Memphis, Tenn.</td>
<td>184,320</td>
<td>37.0</td>
<td></td>
</tr>
<tr>
<td>Miami, Fla.</td>
<td>65,213</td>
<td>22.4</td>
<td></td>
</tr>
<tr>
<td>Milwaukee, Wis.</td>
<td>62,458</td>
<td>8.4</td>
<td></td>
</tr>
<tr>
<td>Mobile, Ala.</td>
<td>65,619</td>
<td>32.4</td>
<td></td>
</tr>
<tr>
<td>Monroe, La.</td>
<td>22,834</td>
<td>43.7</td>
<td></td>
</tr>
<tr>
<td>Montgomery, Ala.</td>
<td>47,198</td>
<td>35.1</td>
<td></td>
</tr>
<tr>
<td>Nashville, Tenn.</td>
<td>64,570</td>
<td>37.9</td>
<td></td>
</tr>
<tr>
<td>* Newark, N. J.</td>
<td>138,035</td>
<td>34.1</td>
<td></td>
</tr>
<tr>
<td>New Haven, Conn.</td>
<td>22,113</td>
<td>14.5</td>
<td></td>
</tr>
<tr>
<td>* New Orleans, La.</td>
<td>233,514</td>
<td>37.2</td>
<td></td>
</tr>
<tr>
<td>Newport News, Va.</td>
<td>38,700</td>
<td>34.1</td>
<td></td>
</tr>
<tr>
<td><strong>New York, N. Y.</strong></td>
<td>1,087,931</td>
<td>14.0</td>
<td></td>
</tr>
<tr>
<td>Norfolk, Va.</td>
<td>78,806</td>
<td>25.8</td>
<td></td>
</tr>
<tr>
<td>* Oakland, Calif.</td>
<td>83,618</td>
<td>22.7</td>
<td></td>
</tr>
<tr>
<td>Orlando, Fla.</td>
<td>20,579</td>
<td>23.3</td>
<td></td>
</tr>
<tr>
<td>Paterson, N. J.</td>
<td>21,138</td>
<td>14.7</td>
<td></td>
</tr>
<tr>
<td><strong>Philadelphia, Pa.</strong></td>
<td>529,240</td>
<td>26.4</td>
<td></td>
</tr>
<tr>
<td>Pittsburgh, Pa.</td>
<td>100,692</td>
<td>16.7</td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>Population</td>
<td>Negroes %</td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>------------</td>
<td>-----------</td>
<td></td>
</tr>
<tr>
<td>Portsmouth, Va.</td>
<td>39,290</td>
<td>34.3</td>
<td></td>
</tr>
<tr>
<td>Prichard, Ala.</td>
<td>22,323</td>
<td>47.1</td>
<td></td>
</tr>
<tr>
<td>Raleigh, N. C.</td>
<td>21,942</td>
<td>23.4</td>
<td></td>
</tr>
<tr>
<td>* Richmond, Va.</td>
<td>91,972</td>
<td>41.8</td>
<td></td>
</tr>
<tr>
<td>Rochester, N. Y.</td>
<td>23,586</td>
<td>7.4</td>
<td></td>
</tr>
<tr>
<td>** St. Louis, Mo.</td>
<td>214,377</td>
<td>28.6</td>
<td></td>
</tr>
<tr>
<td>San Antonio, Texas</td>
<td>41,605</td>
<td>7.1</td>
<td></td>
</tr>
<tr>
<td>San Diego, Calif.</td>
<td>34,435</td>
<td>6.0</td>
<td></td>
</tr>
<tr>
<td>** San Francisco, Calif.</td>
<td>74,383</td>
<td>10.1</td>
<td></td>
</tr>
<tr>
<td>Savannah, Ga.</td>
<td>53,035</td>
<td>35.5</td>
<td></td>
</tr>
<tr>
<td>Seattle, Wash.</td>
<td>26,901</td>
<td>4.8</td>
<td></td>
</tr>
<tr>
<td>Shreveport, La.</td>
<td>56,607</td>
<td>34.4</td>
<td></td>
</tr>
<tr>
<td>Tampa, Fla.</td>
<td>46,244</td>
<td>16.8</td>
<td></td>
</tr>
<tr>
<td>Toledo, Ohio</td>
<td>40,015</td>
<td>12.6</td>
<td></td>
</tr>
<tr>
<td>Trenton, N. J.</td>
<td>25,638</td>
<td>22.5</td>
<td></td>
</tr>
<tr>
<td>** Washington, D. C.</td>
<td>411,737</td>
<td>53.9</td>
<td></td>
</tr>
<tr>
<td>Wilmington, Del.</td>
<td>24,922</td>
<td>26.0</td>
<td></td>
</tr>
</tbody>
</table>

* One of twenty-five cities providing housing for 33 per cent of the Negroes in the United States.

** One of twelve cities providing housing for 60 per cent of the Negroes living outside the South.

In 1960, thirty-three per cent of the Negroes in the United States lived in the twenty-five cities indicated by stars in Table 3. The eighty-three cities combined provided homes for over 50 per cent of the Negroes in the United States. The slums of the twelve American cities indicated by double stars in Table 3 provided the housing for 60 per cent of the Negroes living outside of the South.

Dr. Philip M. Hauser, Professor of Sociology at the University of Chicago and a leading specialist in population patterns, predicted that in the next two decades at least six of the aforementioned twelve cities will have Negro populations equal to or greater than the white population. In 1960, the percentage of Negroes in the total Washington, D. C. population was 53.9. This pattern was expected to be duplicated in Baltimore, Chicago, Philadelphia, Cleveland, Detroit, and Los Angeles.


13. Ibid.


15. Ibid.
Economic Position of Population Centers

The economic status of the Negro in the large population centers varied by regions. Table 4, on page 24, contains a breakdown of employment by regions and race. Highest Negro employment was found in the North Central and Northeastern regions of the United States. 16 Although employment was highest in the North Central and Northeastern regions, Negroes in the Western United States had the highest median incomes. 17 The concentration of defense industries in the Western United States may have contributed to the higher income of the Negro in this region. Defense firms working on government projects are prohibited from discriminating on the basis of race, color, or creed. The median incomes for urban Negroes and their white counterparts are presented in Table 5 on page 25. Information presented in the table indicates the median income of whites exceeded that of Negroes in all United States regions. Due to the variance in the cost of living standard among different regions, the Negro in the larger Western cities was able to spread his available income further than his Northern counterpart.


17. Ibid.
**TABLE 4**

**RACE OF EMPLOYED PERSONS BY OCCUPATION AND SEX**

**NORTHEAST**

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>White</th>
<th>Negro</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>11,308,816</td>
<td>10,632,594</td>
<td>638,866</td>
<td>37,366</td>
</tr>
<tr>
<td>Female</td>
<td>5,798,002</td>
<td>5,295,416</td>
<td>486,506</td>
<td>16,080</td>
</tr>
</tbody>
</table>

**NORTH CENTRAL**

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>White</th>
<th>Negro</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>12,954,912</td>
<td>12,243,631</td>
<td>678,393</td>
<td>32,888</td>
</tr>
<tr>
<td>Female</td>
<td>5,948,373</td>
<td>5,518,449</td>
<td>414,098</td>
<td>15,826</td>
</tr>
</tbody>
</table>

**SOUTH**

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>White</th>
<th>Negro</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>12,426,784</td>
<td>10,276,218</td>
<td>2,118,185</td>
<td>32,381</td>
</tr>
<tr>
<td>Female</td>
<td>6,188,755</td>
<td>4,759,167</td>
<td>1,414,932</td>
<td>14,656</td>
</tr>
</tbody>
</table>

**WEST**

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>White</th>
<th>Negro</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>6,776,443</td>
<td>6,303,246</td>
<td>208,505</td>
<td>258,692</td>
</tr>
<tr>
<td>Female</td>
<td>3,237,409</td>
<td>2,975,545</td>
<td>139,604</td>
<td>122,260</td>
</tr>
</tbody>
</table>

TABLE 5

**COMPARISON OF WHITE AND NEGRO MEDIAN INCOMES**

<table>
<thead>
<tr>
<th>Region</th>
<th>White</th>
<th>Negro</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTHEAST</td>
<td>$3,431</td>
<td>$2,518</td>
</tr>
<tr>
<td>NORTH CENTRAL</td>
<td>3,467</td>
<td>2,400</td>
</tr>
<tr>
<td>SOUTH</td>
<td>2,975</td>
<td>1,371</td>
</tr>
<tr>
<td>WEST</td>
<td>3,519</td>
<td>2,532</td>
</tr>
</tbody>
</table>

Consumption Patterns

There is evidence available that indicates some differences between the consumption patterns of Negro and white consumers. The findings of some studies have indicated that Negroes, as a group, tend to outspend whites in the purchase of many products. Two consumption studies were conducted by Ebony magazine and radio station WWRL.

Ebony Study: Ebony, a leading Negro magazine, conducted a survey of consumption patterns among Negroes. In the survey, completed in March of 1964, consumption patterns of Negro families in large urban cities were examined. Results of the survey indicated that the average Negro family spent 12 per cent more for food purchases in retail grocery outlets than was true for white families. This was due, in part, to the fact that the Negro family did not dine out as often as the white family. New and younger Negro families contributed to the increase in the purchase of appliances and furnishings by Negroes. The total sum of money spent on personal care items was 38 per cent higher among Negro families than among average

white families. Sub-standard living conditions influenced many Negro families to guard against sickness and disease by body cleanliness. 19

WWRL Survey: A survey of 519 Negro and white households in the New York City area was conducted by WWRL, a local Negro radio station. The purpose of the survey was to determine the relative purchases of seven selected consumer products. The findings of the survey are presented in Table 6 on page 28. When examining the survey results, it should be kept in mind that the survey was conducted in a small geographic area. The tastes and preferences would not necessarily be the same for Negroes in all parts of the country. 20

Summary of General Characteristics

During the late 1950's and early 1960's, Negroes were striving to improve their economic and social position. The greater majority of Negroes were somewhere in the $2,999 or less annual


### TABLE 6

**FINDINGS - WWRL SURVEY**

<table>
<thead>
<tr>
<th>Product</th>
<th>Time</th>
<th>Usage*</th>
<th>Group</th>
<th>Brand Preference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shortening</td>
<td>30 days</td>
<td>118%</td>
<td>Negro</td>
<td>Crisco</td>
</tr>
<tr>
<td>Margarine</td>
<td>30 days</td>
<td>22%</td>
<td>Negro</td>
<td>Nucoa</td>
</tr>
<tr>
<td>Deodorants</td>
<td>30 days</td>
<td>22%</td>
<td>Negro</td>
<td>Avon</td>
</tr>
<tr>
<td>Toothpaste</td>
<td>60 days</td>
<td>4%</td>
<td>Negro</td>
<td>Colgate</td>
</tr>
<tr>
<td>Soft Drinks</td>
<td>30 days</td>
<td>19%</td>
<td>Negro</td>
<td>Pepsi-Cola</td>
</tr>
<tr>
<td>Soup</td>
<td>30 days</td>
<td>2%</td>
<td>Negro</td>
<td>Campbell's</td>
</tr>
<tr>
<td>Laundry Products</td>
<td>30 days</td>
<td>5%</td>
<td>Negro</td>
<td>Tide</td>
</tr>
</tbody>
</table>

*Usage denotes that the percentages shown below indicate a __% greater usage of the product by Negroes than whites in the same period.*

income group, but this situation was changing. Large cities in the North and West were providing homes for over 50 per cent of the Negroes in the United States. Settlement in these cities appeared to be the result of better employment opportunities in the areas. While the Northeastern and North Central cities had the highest Negro employment rate, the Negro living in the West had the highest median income among all the regions. Increased income and improved social position brought the Negro consumer and his buying habits to the attention of many marketers.

FACTORS CONTRIBUTING TO GROWTH OF NEGRO MARKET

The Negro market has existed for many years, but scant attention has been paid to the needs and wants of the Negro consumer. Why in the late 1950's and early 1960's did the Negro market become important to some marketers. Three reasons offered by the author were: (1) increased standard of living among Negroes; (2) recognition of untouched potential by industry; and (3) the "Social Revolution" of the 1960's.

**Increased Standard of Living**

Between 1939 and 1960, the Labor Department reported the median income for United States Negroes had increased over
724 per cent as compared with a 400 per cent increase in the white median income. This increase appeared to result in the Negro having more to spend on improving his standard of living. A wider variety of products was available to the Negro in his drive for increased satisfaction. Products, once considered beyond the reach of the Negro, were actively promoted in the competition for the Negro consumer's purchase dollar.

Recognition of Untouched Potential by Industry

The increased standard of living enjoyed by Negroes offered a potential profit opportunity for marketers of consumer goods. This opportunity consisted of a two part growth pattern. The first part was the undeveloped potential of a domestic United States market that was 80 per cent as large as the purchasing potential of Canada. The second was the $40 billion purchasing power that could result as the aims of the Negro revolt were achieved. Marketers facing increased competition and excess capacities were anxious to utilize all potential market sources.

21. Printers' Ink, 47.

22. Grayson, 2
"Social Revolution" of the 1960s

The Negroes' increased standard of living and the recognition of the Negro market potential appeared to be results of the "Social Revolution" of the 1960s. The utilization of selective buying and picketing for better jobs were not new Negro techniques. Negroes had been using these and other techniques since the late 1920s. What was new was the power and force behind the techniques. Many American firms came to realize and recognize this truth: "...if you want the Negro to buy your product, you must be willing to hire him as an employee and recognize him as a part of a distant market group." Realization of this truth was enforced by the united action of Negroes to back up their demands with boycotts, organized picketing, and purchasing power of $23.5 billion annually.

Summary of Growth Factors

The growth of the Negro market from a group of little importance to a major market segment resulted largely from the Negroes' dissatisfaction with their "status quo" position. Through

23. Wilkins, 4.

united action, the Negro found better employment opportunities and raised his standard of living. This increased standard of living, in turn, brought the potential of the Negro market to the attention of marketers. The wheel was set in motion by the Negro and American marketing firms had to keep step or find themselves by-passed by the Negro consumer.

MARKET POTENTIAL

Marketers are always seeking new and expanding markets for their products. In the past thirty years, the Negro percentage of the population increased at a more rapid rate than the white percentage. The increased number of potential Negro consumers offered new market potentials for marketers.

Continued Increase in Population

Since 1930, the percentage increase in the Negro population has exceeded that of the white population. Percentage increases for the two groups are shown in Table 7 on page 33. In the last decade, the Negro population increased 25.4 per cent as

### TABLE 7

<table>
<thead>
<tr>
<th>Year</th>
<th>WHITE</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1930/40</td>
<td>7.2%</td>
<td>14.1%</td>
<td>17.8%</td>
</tr>
<tr>
<td>1940/50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1950/60</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NEGRO</td>
<td>8.1%</td>
<td>16.9%</td>
<td>25.4%</td>
</tr>
</tbody>
</table>

**Source**: Developed from Statistical Abstract of the United States 1963, No. 22, p. 29.
compared to a 17.8 per cent increase in the white population. This increase appeared to mean a greater potential source of demand for consumer goods and services. The population increase, combined with the increased income level, appeared to indicate a new expanded potential for the absorption of more and more products.

**Increased Segmenting of Potential Market**

The expansion of the Negro potential focused attention on the problem of market segmentation. Many companies placed increased emphasis on the Negro market as a special segment. As viewed by the firms, the basic appeals used in promotion applied to both the Negro and white consumer. Problems were encountered in the illustration of these appeals for the two groups. Many firms, including The Coca-Cola Company and The Pepsi-Cola Company, organized special departments to deal directly with the problems encountered in promotions for the Negro market.
The techniques employed for penetration of the Negro market usually entailed utilization of one or more media. Available to marketers were unlimited combinations of nine types of media. Six types of media were employed by the marketers of convenience, shopping, and specialty goods who were included in the study. The six were:

1. Television,
2. Radio.
3. Newspapers.
5. Billboards.
6. Point of Purchase Displays.

Figure 1, on page 36, details the proportion of Negro and white consumers having accessibility to the mass media discussed.

---

FIGURE 1

PROPORTION OF NEGRO AND WHITE CONSUMERS

NEGRO

100 per cent

WHITE

100 per cent

BILLBOARD & POINT-OF-SALE

NEGRO

88 per cent

WHITE

96 per cent

RADIO

NEGRO

90 per cent

WHITE

TELEVISION

ACCESSIBILITY TO CERTAIN MASS MEDIA

NEGRO

74 per cent

WHITE

98 per cent

NEWSPAPERS

NEGRO

56 per cent

WHITE

81 per cent

MAGAZINES

NEGRO

98 per cent

WHITE


TELEVISION

Television grew, in a few years, from an insignificant medium to one of major importance. As of 1962, there were over 50 million United States homes equipped with one or more television sets. This included 91 per cent of all homes in the United States. \(^2\)

Referring to Figure 1 on page 36, 90 per cent of all Negroes had access to a television set. This presented the advertiser with an opportunity to reach a possible 90 per cent of the Negro market by utilizing television as a medium.

Television possessed certain characteristics which seemed to make it valuable for presenting the majority of products. These characteristics were: (1) visual effect; (2) sound may be utilized to discuss products; and (3) viewed by consumer in the comfort of own home.

The limitations in the usage of television were in the area of market segmentation and cost. The investment in television time by an advertiser involved a large expenditure of money. For this investment the advertiser wished to reach as many potential buyers as possible. Figures 2 and 3, on pages 39 and 40, contain

\(^2\) Ibid.
breakdowns of the television viewing audience in the United States. The rate per minute for television advertising was highest during the evening hours when viewing was heaviest. Individual companies normally found it necessary to analyze their potential market and the cost involved in reaching the potential consumers. Utilizing charts similar to Figures 2 and 3, the firm attempted to determine the time period during which they could reach the greatest share of their potential market.

At the time of this study, there were only two Negro television stations in the United States. These were located in Atlanta and Washington, D. C. Network television was utilized by many marketers to attract Negro as well as white consumers. There appeared to be a pattern in daytime of gradual adoption of integrated situations in commercials. The reaction of viewers, as expressed in letters, to the integrated situations was watched by advertisers. Advertising during prime evening hours was dominated by commercials featuring segregated situations. The audience was far larger in the evening and normally represented a cross section of American viewers. Because of this, large advertisers, for the most part, were concerned about the possibility of offending large groups within their audience by use of integrated situations for
FIGURE 2

COMPOSITION OF NATIONAL TELEVISION AUDIENCE

BY TIME OF DAY

9-12 AM  2-3 PM  5-6 PM  7-8 PM  11-12 PM

MEN

WOMEN

TEEN-AGERS

CHILDREN

Viewers Per Home  1.3  1.5  1.9  2.3  1.8

FIGURE 3

HOUR BY HOUR PATTERN OF TELEVISION VIEWING

(Millions of Homes Viewing Television)

Though integrated advertisements were not widely used, Negro actors and entertainers were featured on many evening shows. Figure 4, on page 42, lists the top ten daytime and evening programs among Negro viewers. It is interesting to note that all of the evening or prime time shows are known to have featured Negro actors or entertainers and stories concerning social problems.

RADIO

Use of radio escapes one of the pitfalls of television, the visual presentation. On radio it is often possible to use white or Negro announcers without the majority of the audience being aware of the difference. The problem encountered by marketers using Negro radio was program content.

In an interview with Advertising Age, Mr. Graeme Zimmer, Vice President of Continental Broadcasting Company which represents Negro radio stations, said program content was very important to the Negro. Negroes, he stated, not only listen to more radio programs, but they tend to put more credence in commercials broadcasted on stations programing specifically to them. Mr. Zimmer based his remarks on a national study made

FIGURE 4

NEGRO VIEWERS OF TOP SHOWS IN PRIME AND NON-PRIME TIME

<table>
<thead>
<tr>
<th>Rank</th>
<th>Negro</th>
<th>Total</th>
<th>Show</th>
<th>Negro % of Total Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRIME TIME</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>13</td>
<td>1</td>
<td>Jackie Gleason</td>
<td>18.2</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
<td>3</td>
<td>Perry Mason</td>
<td>13.3</td>
</tr>
<tr>
<td>3</td>
<td>10</td>
<td>10</td>
<td>Gunsmoke</td>
<td>14.6</td>
</tr>
<tr>
<td>4</td>
<td>30</td>
<td>30</td>
<td>Defenders</td>
<td>18.8</td>
</tr>
<tr>
<td>5</td>
<td>17</td>
<td>17</td>
<td>Saturday Night Movie</td>
<td>15.1</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
<td>6</td>
<td>Red Skelton</td>
<td>9.9</td>
</tr>
<tr>
<td>7</td>
<td>25</td>
<td>25</td>
<td>Route 66</td>
<td>12.6</td>
</tr>
<tr>
<td>8</td>
<td>9</td>
<td>9</td>
<td>The Nurses</td>
<td>9.7</td>
</tr>
<tr>
<td>9</td>
<td>5</td>
<td>5</td>
<td>Ed Sullivan</td>
<td>8.4</td>
</tr>
<tr>
<td>10</td>
<td>16</td>
<td>16</td>
<td>Rawhide</td>
<td>10.0</td>
</tr>
</tbody>
</table>

NON-PRIME TIME

<table>
<thead>
<tr>
<th>Rank</th>
<th>Negro</th>
<th>Total</th>
<th>Show</th>
<th>Negro % of Total Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>2</td>
<td>As The World Turns</td>
<td>10.1</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td>1</td>
<td>Huntley-Brinkley</td>
<td>6.2</td>
</tr>
<tr>
<td>3</td>
<td>7</td>
<td>7</td>
<td>Love of Life</td>
<td>13.9</td>
</tr>
<tr>
<td>4</td>
<td>8</td>
<td>8</td>
<td>Guiding Light</td>
<td>13.7</td>
</tr>
<tr>
<td>5</td>
<td>6</td>
<td>6</td>
<td>Search For Tomorrow</td>
<td>12.2</td>
</tr>
<tr>
<td>6</td>
<td>3</td>
<td>3</td>
<td>Walter Cronkite</td>
<td>8.8</td>
</tr>
<tr>
<td>7</td>
<td>9</td>
<td>9</td>
<td>Edge of Night</td>
<td>13.3</td>
</tr>
<tr>
<td>8</td>
<td>15</td>
<td>15</td>
<td>Secret Storm</td>
<td>15.0</td>
</tr>
<tr>
<td>9</td>
<td>4</td>
<td>4</td>
<td>Password</td>
<td>6.5</td>
</tr>
<tr>
<td>10</td>
<td>5</td>
<td>5</td>
<td>Art Linkletter</td>
<td>7.4</td>
</tr>
</tbody>
</table>

Source: Developed from Standard Rate and Data Service Study, Advertising Age, April 6, 1964, p. 3.
Radio was recognized by many firms as the best medium for segmenting the market. In most cases, the spot announcement was the method used for promotions. The following were a few of the firms active in Negro radio. The Procter and Gamble Company took its first plunge into Negro radio in 1958. At this time, the firm began sponsoring home economist Leola Dyson on WRAP in Norfolk, Virginia. After one year, the firm began using other Negro home economists for programs beamed to twenty-two markets. The schedule was expanded to twenty-six markets in 1964.

Ligget & Myers Tobacco Company found it was only reaching a small segment of the potential Negro market. In an effort to correct this situation, the firm, in 1962, began sponsoring leading Negro personalities in eighteen markets. To supplement the radio effort, the company hired one or two Negro salesmen for each of the markets. After the initiation of this program, the company's share of the Negro market went from 2 per cent to 14 per cent between April and December of 1962. The schedule was


5. Ibid.
expanded to include twenty-four markets in 1963 and twenty-seven in 1964. 6

Based on research conducted for this study, increased usage of Negro radio by convenience goods marketers seeking to segment their markets was foreseeable in 1966.

NESPAPERS

In 1963, there were 200 Negro newspapers 7, but only two of them were dailies. Newspapers were locally owned and designed to fill local needs. Newspapers, in general, are excellent for the promotion of products with regional or local appeal. 8 Since consumer products normally have national characters, newspapers were not used extensively for promotions in the Negro market.

MAGAZINES

Magazines are very useful for reaching the Negro market. By using Negro magazines, advertisers have the opportunity to segment their markets. The advertisements used in

6. Ibid.
7. Sandage, 423.
8. Ibid.
Negro publications normally feature one of four situations: (1) white models; (2) Negro models; (3) Negro and white models together; and (4) the product alone. The majority of advertisements appearing in general circulation magazines, at the time this study was made, featured white models. Only a few firms had adopted usage of integrated situations in general circulation magazines. Even fewer firms had adopted usage of integrated advertisements in Negro magazines.

BILLBOARDS, POINT-OF-SALE

On the basis of previous research, billboards appear to be the best means for visual exposure of the product for the following reasons:

1. They require no action on part of viewer to initiate appearance of message (a television or radio must be turned on).

2. Placement in concentrated areas of population or business for varying lengths of time is possible.

3. Cost is low on the basis of cost per exposure.


Point of sale displays offer many of the advantages of billboards except that their degree of exposure is not always as great. For practical purposes, the accessibility of billboards and point of sale advertisements are shown in one chart in Figure 1 on page 36. Familiar trade marks and slogans are often used in both media. This is due, in part, to the necessity of using large illustrations and brief copy to best utilize the available space. There was a high degree of competition for billboard and point of sale display space in urban areas of Negro concentration.

EVALUATION OF MEDIA AND METHODS

It should be understood, at the start, that it is not possible to state in definite terms that the use of Negro media resulted in "X" dollar sales for any one firm. Since most activity was in the areas of promotion and advertising, the evaluation of the results was limited by lack of available methods for measurement of the impact and results of advertising investments. The use of the word effective is not meant to mislead the reader.

Estimated Effect on Sales

At the American Association of Advertising Agencies Eastern Region Conference in 1963, the subject for discussion was
the Negro market. The speeches delivered at the conference and the resulting publications all stressed that several firms had experienced satisfactory sales results from use of Negro media. Individual firms were not willing to make available figures to show what their use of Negro media had meant to sales volume and profit. The lack of information could be traced to the difficulty in measuring effective use of media and to the confidential nature of company information.

**Contribution to Total Long Run Goals of Firm**

In the case of most consumer firms, the general observation could be made that increased market share and satisfactory profit were the long run goals of individual firms.

Usage of Negro media appeared to be channeled in two directions. First, the marketer wanted to keep his product before the public. Secondly, he sought to increase his total share of the Negro market. The overall, long-range, hoped for effect was to increase market share and sales by acquainting the consumer with the qualities of the product and encouraging them to buy the product.
CHAPTER 4

SHOPPING AND SPECIALITY GOODS

Research findings, based on primary and secondary data gathered for the four categories of shopping and speciality goods, are summarized in this chapter. The summary for each of the four categories contains a breakdown of the promotional techniques utilized by the firms for their brands included in the study. Tables are included at the conclusion of each summary to present a synopsis of the techniques for the complete category. Discussion is concluded with a summary of the chapter including a table, presented in summary form, depicting the techniques used and planned by shopping and speciality goods producers. Detailed research findings for each of the firms and their brands are available for examination in Appendices A through D.

Shopping and speciality goods, as treated in this study, are products or services which possess the following characteristics:

1. Unit cost is usually large enough to be a major factor in the purchase decision.
2. Products or services are differentiated enough to encourage the consumer to shop around.

Four categories of shopping and speciality products or services were promoted in Negro media to increase Negro market share. These categories were:

1. Automobiles.
2. Liquors and Wines.
3. Home Furnishings and Appliances.
4. Transportation Services.

AUTOMOBILE INDUSTRY

The automobile industry is composed of three major producers plus a fast rising fourth producer. The Ford Motor Company, General Motors Corporation, and Chrysler Motors Corporation have been the automobile big three for a number of years. American Motors has come from a position near bankruptcy to a place of increasing importance in the industry. Since American Motors had not used Negro media, Negro models, or integrated situations in their promotional activities, they were not included in the study.

The big three automobile firms market twelve makes of automobiles. Of the twelve questionnaires forwarded to the respective divisions, only one was returned completed. The results of independent research indicated that of the twelve makes, only seven were
promoted in Negro media. Advertisements prepared for general media were also used in Negro media for promotion of the seven makes. The remaining five makes used no Negro media, but limited their promotional activities to general media.

Due to lack of response, only the future plans to be used in the promotion of Chrysler were known. They indicated an intention to follow a policy of continued use of white models in promotional material in Negro media.

The automobile industry's promotional program, as a whole, had a definite white image. The firms all utilized white models and similar styles in layout and illustration for their advertisements. No integrated illustrations had been featured in automobile advertisements in Negro or general media. Information, provided by a study of the individual company profiles in Appendix A, indicated a traditional pattern of white oriented promotions among automobile marketers. Chevrolet was willing to experiment with new methods. They had adopted limited usage of integrated situations in their television commercials, but no expansion of this program should be expected. None of the other firms had adopted even limited use of integrated situations.

A local automobile dealer, who did not wish to be identified, stated he felt the attitude of the automobile firms was based
on the following assumptions:

The American Negro, when he goes to buy a car, is influenced by the amount of money he has, the image each car holds for him, and word of mouth information he has gathered from friends. The use of Negro models will not influence the majority of the Negroes in their choice, so why should the firms endanger their market position by experimenting with changes in advertising strategy.

The dealer was an established businessman with twenty years experience in new car sales. His reasoning was based on his experience with the parent corporation over the years.

LIQUOR AND WINE INDUSTRY

Twenty-five distributors of liquor and wine products utilized Negro print media for their promotions. No Negro radio was used and the use of television for liquor commercials is forbidden by federal law. Discussion of this industry was, therefore, necessarily confined to print media, namely Ebony magazine. The twenty-five firms studied were divided into three classifications. The first, which was the largest, included those firms who featured the product rather than models in their advertisements. Firms who featured Negro models in their advertisements were grouped in the second classification. Those firms who used white models for advertisements were included in the third classification. Each firm
<table>
<thead>
<tr>
<th>AUTOMOBILES</th>
<th>PRESENT</th>
<th>FUTURE TECHNIQUES</th>
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</thead>
<tbody>
<tr>
<td>LINCOLN</td>
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</tr>
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<td>THUNDERBIRD</td>
<td>No Negro Media</td>
<td>Unknown</td>
</tr>
<tr>
<td>MERCURY</td>
<td>No Negro Media</td>
<td>Unknown</td>
</tr>
<tr>
<td>FORD</td>
<td>White Models</td>
<td>Unknown</td>
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<td>CHRYSLER</td>
<td>White Models</td>
<td>White Models</td>
</tr>
<tr>
<td>PLYMOUTH</td>
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<td>Unknown</td>
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<tr>
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<td>Unknown</td>
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<tr>
<td>CADILLAC</td>
<td>No Negro Media</td>
<td>Unknown</td>
</tr>
<tr>
<td>OLDSMOBILE</td>
<td>White Models</td>
<td>Unknown</td>
</tr>
<tr>
<td>PONTIAC</td>
<td>White Models</td>
<td>Unknown</td>
</tr>
<tr>
<td>BUICK</td>
<td>White Models</td>
<td>Unknown</td>
</tr>
<tr>
<td>CHEVROLET</td>
<td>White Models</td>
<td>Unknown</td>
</tr>
</tbody>
</table>
was sent a questionnaire and the rate of return was 100 per cent. The desire to tap the growing potential of the Negro market was the reason given for use of Negro media by each of the firms.

Products Promoted With Product Illustration

Classification number one included eleven firms; all of which utilized product illustration for their promotional activities. Development of product recognition at the point of purchase was the goal of the firms. Each firm expressed the opinion that models would only divert attention from the product itself while adding little or nothing to the selling appeal. Each firm's future plans included the continued use of product illustration in all media. None of the firms felt sales among Negro consumers would be lost due to lack of use of Negro models.

Products Promoted With Negro Models

The eight firms included in the second classification used Negro models for illustrative purposes for a variety of reasons.

1. Negro media is oriented toward Negroes.

2. Physical characteristics of the product are not adaptable to sole product illustration.

3. Due to size requirements, special plates had to be prepared for Negro publications.
4. Desire to show Negro that he was important as an individual consumer.

5. Competitors utilized Negro models in their advertisements.

One of the firms, Smirnoff, had experimented with usage of integrated advertisements in Negro publications. The experiment had not been successful because of poor selection of subject material. Although future promotional plans indicated a "status quo" position for six of the eight firms, integrated promotional campaigns were planned by the two remaining firms. The reasons given by the six "status quo" firms for their non-use of integrated illustrations were:

1. Not applicable to the firm or product image.
2. Negro market considered a separate market, not part of the general market.
3. Not compatible with company goals.
4. Insufficient research completed in the area.
5. No wish to gamble with established techniques.

The two firms planning adoption of integrated illustrations gave their belief that integrated situations were more representative of American life as the reason for the action.

Products Promoted With White Models

Classification number three was composed of six firms which used white models in advertisements for Negro media. None of
the firms had future plans for adoption of integrated illustrations or Negro models. The reasons given for their viewpoint were:

1. Models considered secondary in selling the product.

2. Additional cost of preparing special layouts was not justified by expected sales.

3. Quality product sells itself on basis of repetition.

4. "Snob appeal" is best projected by white image.

Summary of The Liquor and Wine Industry

Members of the liquor and wine industry stressed the quality of their products and used a quality theme in their advertisements. The American marketers featured flashy backgrounds and high fashion layouts to appeal to the consumer's desire to be one of a select group. Foreign marketers, while not utilizing flashy layouts, did stress the "snob" or quality appeal in their promotions. Even in those advertisements featuring Negro models, the models were not "common," everyday Negroes. They were sophisticated and smart looking, reflecting the enjoyment of the good things in life.

None of the liquor marketers, except for one, planned adoption of integrated illustrations in their advertisements, and only one of the wine firms had utilized integrated situations. Viewing the
promotional techniques of the industry, it was possible to see reasons why integrated situations were not adopted.

First, for those firms whose promotional campaigns were centered around the physical product, the addition of models to provide integrated situations appeared to endanger the goals of the advertising program. Product recognition was the goal and models were not necessary. Integrated advertisements for these firms did not seem to be practical.

Secondly, for firms using models, the nature of the usual advertising situations did not lend themselves to integrated groupings. Individuals or couples were normally used for illustration. Society's acceptance of racially mixed couples was still not widespread and usage could build resentment in both markets.

Finally, and probably most important, the firms felt a quality product at a quality price sold itself. Firms attempting to influence purchase decisions were stressing this quality image in their advertising. Integrated advertisements, the firms felt, tended to detract from the glamour and sophistication of layouts, normally due to the need of using public places for advertisement backgrounds.

With the prevailing liquor and wine industry view that quality sells the product, widespread adoption of integrated advertising may not be forthcoming in the near future.
<table>
<thead>
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<th>FUTURE TECHNIQUES</th>
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<tbody>
<tr>
<td>BEEFEATER'S GIN</td>
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<td>J. &amp; F. MARTELL</td>
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<td>Illustrations</td>
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<tr>
<td>TAYLOR WINE</td>
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<td>ANCIENT AGE</td>
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<td>SMIRNOFF</td>
<td>Negro Models</td>
</tr>
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<td>&quot;WHITE LABEL&quot; DELWAR</td>
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<tr>
<td>CANADA DRY BOURBON</td>
<td>White Models</td>
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<td>White Models</td>
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<td>HAIG &amp; HAIG</td>
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</tr>
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<td>OLD TAYLOR</td>
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<td>SCHENLEY</td>
<td>White Models</td>
</tr>
<tr>
<td>CANADIAN CLUB</td>
<td>White Models</td>
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</tbody>
</table>
HOME FURNISHINGS AND APPLIANCES

The home furnishings and appliance industry consists of firms marketing products for use in the home. Most of these products are durable in nature and require a large financial investment. Though there are 3,950,316 Negro family units in the United States, only a few manufacturers have utilized Negro media to reach this market. The firms utilizing Negro media, all but one of which replied to the questionnaire, were:

Television Sets:
Philico
R. C. A. Victor
Sylvania
Zenith

Automatic Washers:
Maytag

Refrigerators:
Frigidaire

Mattresses:
Sealy

Television Sets

The television industry is a highly competitive field. Each year, producers of black and white and color television sets spend millions of dollars to convince American consumers to buy their models. Every home unit in the United States is a potential market for a first or
second television set. Yet, only four major marketers utilized Negro media to reach the 3,950,316 Negro family units in the United States.

Three television marketers used Negro models in their advertisements prepared for Negro media. These three marketers were R. C. A. Victor, Philico, and Sylvania. Their reasons for absorbing the additional costs involved in the preparation of special advertisements for Negro media were:

1. Negro market is an individual market.
2. Negro media is oriented toward Negroes.
3. Competitors adopted use of Negro models.

Zenith, the fourth marketer, planned to use white models in all media. They did not consider the sales potential of the Negro market sufficient to justify the additional expenditure for Negro models.

Philico and R. C. A. Victor planned to use integrated promotions in all print media. In both firms, this decision was based on the premise that the market was made up of white and Negro consumers. They felt, therefore, that to show them together would be a natural situation. Due to the lack of response on the part of Sylvania, their future plans were not known.

Zenith took the opposing viewpoint concerning the use of integrated advertisements. They felt these advertisements would not truly reflect the general market. It was their further contention that
natural integrated situations were difficult, if not impossible, to
picture. A final factor in the decision was the danger of gambling with
established success.

**Automatic Washers**

The automatic washer field is crowded with several manufac-
turers marketing numerous brands and models. Of these, only one
utilized Negro media to reach the potential Negro washer market. The
other manufacturers concentrated their efforts in general circulation
publications.

Maytag, the one manufacturer who utilized Negro media, based its decision on the desire to have maximum coverage in the
general market. Use of Negro models was decided upon to co-ordinate
the advertisements with the readers of Negro publications. Increased
sales in Negro areas of population had been very encouraging to the
firm. Maytag had ruled out future use of integrated advertisements
due to the nature of their product. Close family situations, normally
used for advertisements, were not considered applicable to integrated
situations.
Refrigerators

Like the first two classifications, this field is crowded with several large manufacturers marketing numerous brands. Almost every home in America is in need of some form of refrigeration to store food. Yet, as in the case of automatic washers, only one firm utilized Negro media to reach the Negro market.

Frigidaire was the only marketer of refrigerators who utilized Negro media. The advertisements for general and Negro media were identical except for the race of the model shown. Integrated television commercials and magazine advertisements were planned for future use in all media. The decision was based on the firm's belief that the market was integrated, thus advertisements should reflect this situation.

Mattresses

A more limited field, in number of producers, the products of this industry have an even larger market than television sets or washers. This is due to the fact that a mattress is used by an individual rather than the whole household. Of the five large marketers of mattresses, only Sealy used Negro media.

The manufacturers of the Sealy Posturepedic mattress adopted use of Negro media to broaden promotional coverage in the
general market. Due to the personal nature of the product advertising, Negro models were always used in Negro media. The personal situations pictured in advertisements caused the firm to rule out future adoption of integrated illustrations in advertising.

**Summary of Home Furnishings and Appliances**

The seven marketers who used Negro media in the home furnishings and appliance group represented a very small percentage of the total firms in the individual industries. Only one firm from the automatic washer, mattress, and refrigerator groups respectively used Negro media. They could not be accepted as representative of all firms in their industries. To indicate a definite trend in the home furnishing and appliance classification toward usage of Negro models or integrated advertisements would not have been justified on the basis of the relatively small number of firms studied.

**TRANSPORTATION SERVICES**

In recent years, travel has become a highly competitive industry. Domestic traveling service is provided by five means of transportation: private automobile; rented automobile; bus; railroads; and air lines. The later four are in competition for the travel business of individuals who do not utilize private automobiles. Negroes are
<table>
<thead>
<tr>
<th></th>
<th>PRESENT</th>
<th>FUTURE TECHNIQUES</th>
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<tbody>
<tr>
<td>PHILICO</td>
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</tr>
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<td></td>
<td></td>
<td>Integrated Magazine Advertisements</td>
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<tr>
<td>SEALY</td>
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potential users of all four. One major bus firm and three of the major air lines were active in the Negro market. No railroads advertised in Negro media. It is well to keep in mind that railroad advertising of passenger service had almost disappeared in the late 1950's.\(^1\)

Greyhound, one of the two major continental bus lines, adopted use of Negro media because 20 per cent of their passengers were Negro. Greyhound used Negro models to reap the full benefits possible from the usage of Negro media. Television and print media were both utilized to experiment with integrated situations in advertising. Continued use of integrated advertisements was planned by the firm as a means of truly reflecting the make-up of their total market. The firm felt it was only proper to show Negro and white passengers together since this was a natural situation in their service.

The three remaining transportation firms who utilized Negro media were air lines. American Airlines and T. W. A. used Negro media to advertise their passenger service. Being highly competitive, when one company pioneered in the usage of Negro media the other followed suit. United Air Lines utilized Negro media only for the recruitment of employees. United's policy was to never cultivate particular racial or religious groups.

\(^1\) Derived from a survey of ten years of *Life*, *Look*, *Time*, *Saturday Evening Post*, and *Ebony*. 
All three air lines had been active in the use of integrated advertisements in general media and two in Negro media. The decision to integrate some advertisements was based on a combination of reasons.

1. Competitors had adopted integrated advertising.

2. Cost savings resulted from use of one advertisement for all media.

3. The market was composed of many groups which should be reflected in advertisements.

Future plans for all three air lines included continued and broader use of integrated advertisements in all media.

There was a striking similarity between the attitudes of the four companies. Each dealt with a wide variety of people in all walks of life and viewed integrated advertisements as truly reflective of their respective markets. Because all races, nationalities, and ethnic groups were at one time or another passengers, situations in which they were pictured together were not considered unnatural. The natural, everyday situations used as backgrounds for advertisements made the situations believable. For campaign themes planned around the use of individuals or couples, forced integrated situations would not be used.
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SUMMARY OF SHOPPING AND SPECIALTY GOODS

The marketing of these goods was characterized by a white image used to appeal to all markets. To have to pinpoint one appeal that was truly reflective of the majority of shopping and specialty goods marketers would necessitate citing "snob" appeal.

Of the four product groups discussed, the automobile and liquor and wine industries were more representative of the shopping and specialty goods market. The other classifications lacked a sufficient representation to develop a reflective pattern of their individual industries. While transportation services were well represented by four firms; the very nature of the service offered and the competitive situation tended to specialize its influence on the group as a whole.

Examination of the automobile and liquor industries disclosed use of "snob" appeal in most markets, regardless of the market characteristics. The use of prestige and the desire of minorities to improve their social position and image was utilized with apparently good results. Viewing all automobile advertisements, about the only major difference found was the make of automobile featured. Otherwise, style of layout and basic emotional appeals were the same for all. The prestige approach was used by firms in Negro and general media. Firms used the same advertisements for all media, but at no
time had any automobile marketer utilized Negro models. No future change in the white oriented promotional policy was evident.

Although the amount of investment was far less on the part of the consumer, the liquor industry also stressed a "snob" or quality image in its promotions. Picturing sophisticated models and luxurious backgrounds became almost standard for firms in the liquor market. As in the case of automobiles, none of the liquor firms were planning to adopt usage of integrated situations in the near future. One brandy marketer did have preliminary plans for adoption of some integrated advertisements. The market philosophy of the liquor industry was that the quality of the product, not the models or situations shown, sold the product. The quality image became almost standard in the industry.

Due to the very characteristics of shopping and specialty goods, it was difficult to foresee any pattern developing to initiate usage of integrated situations in advertising. The threat of economic boycott, which had been used so successfully in the convenience goods industry, did not have the same leverage in shopping and specialty goods. Due to the large investment necessary to purchase an automobile and their estimated life span, to successfully boycott a major automobile firm and seriously cut into their market would take years rather than months. An automobile could be viewed as many things to
many people. Each individual has his own image of what each model and make represents. If, for example, a Negro felt the only car on the market which could serve his needs was a Pontiac and he was financially able to purchase the car, it would probably take a lot of convincing to persuade him to boycott the product. To convince an individual to change from a brand or product he knows and likes because the firm does not hire Negroes or use Negro models and integrated situations would be difficult. For acquired tastes, a substitute is not always readily found.
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<td>1-Integrated Television</td>
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<td>1-Integrated Magazine Advertisements</td>
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<td>HOME FURNISHINGS &amp; APPLIANCES (7</td>
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<td>5-Negro Models</td>
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<td>firms)</td>
<td>1-White Models</td>
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<td>1-Integrated Television</td>
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<td>TRANSPORTATION (4 firms)</td>
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CHAPTER 5

CONVENIENCE GOODS

Research findings, based on primary and secondary data gathered for the six categories of convenience goods, are summarized in this chapter. The summary for each of the six categories contains a breakdown of the promotional techniques utilized by the firms for their brands included in the study. A table is included at the conclusion of each summary to present a synopsis of the techniques for the complete category. Discussion is concluded with a summary of the chapter including a table, presented in summary form, depicting the techniques used and planned by the convenience goods producers. Detailed research findings for each of the firms and their brands are available for examination in Appendices E through J.

Convenience goods, as treated in this study, are products which possess the following characteristics:

1. Purchased regularly.

2. Utilize extensive distribution.
3. Unit cost is low enough so that price is not a major factor in the purchase decision.

4. Utility of unit is destroyed with use.

5. Several brands are available for consumer selection.

Six categories of convenience goods had been active in the continued push for increased market share in the market as a whole and in individual market segments. The six were:

1. Beer.
2. Cigarettes.
3. Drugs and Sundries.
4. Food.
5. Home Laundry Products.

BEER

Although the brewing industry in the United States is composed of both national and regional firms, only six of the national firms and their brands were examined and discussed in this study. The selection of Budwiser, Falstaff, Miller High Life, Schilitz, Hamm's, and Rhinegold was based on their use of Negro media.

The Negro media utilized by each of the firms was Ebony magazine. All of the firms' advertisements scheduled in Ebony were full page, color advertisements featuring Negro models. Negro models
were used in an attempt to fit the situations pictured to the special characteristics of the magazine and its readers. Rhinegold, while it followed the industry usage of Negro models for Negro media, also used integrated situations in some of their Ebony advertisements. The experiment in integrated usage was the outgrowth of Rhinegold's policy of attempting to show Americans of all races together in true life situations.

Rhinegold was not the only beer marketer who had used integrated situations. Although Rhinegold was the only firm using integrated situations in both print and electronic media; Budwiser, Schilitz, and Hamm's were experimenting with integrated television commercials. The decision by these four firms to use integrated situations appeared to be based on two reasons:

1. Public places where beer is normally consumed makes the picturing of natural, integrated situations possible.

2. The beer market is composed of both Negro and white consumers.

After the decision to use integrated situations had been made, all four firms selected television as the medium for introduction of the technique. Television's audio and video characteristics appeared to have influenced the selection. Movement and sound could overcome some of the stiffness often found in photographs utilized in magazine
advertisements. After the initial usage of television, Rhinegold expanded usage of integrated situations to their magazine advertisements in Negro magazines. The decision was based on their apparent success in television. Budwiser, Schiltz, and Hamm's had not expanded usage of integrated situations to include their magazine and billboard advertisements, apparently for two reasons:

1. The majority of themes used for layouts in print media were depicted by use of one individual or a couple. Integrated usage was not considered possible in these groups.

2. The movement and sound which aided the natural flow of television commercials was not available in still photographs prepared for magazine and billboard advertisements.

While the four firms were experimenting with integrated advertisements, Miller High Life and Falstaff continued to use Negro models in Negro media and white models in all general media. Miller High Life's relatively recent entrance into national marketing appeared to be the basis for their hesitancy in adopting integrated situations. Falstaff, unlike Miller High Life, was an established national marketer. Falstaff's decision to continue long established advertising procedures was based on two factors:

1. Due to the competitive nature of the brewing industry, the firm's market position could be jeopardized by introduction of integrated situations in advertisements.
2. The name and reputation of the beer were well enough established so that general promotional activities were sufficient to maintain market share.

Summary of the Beer Industry

Four of the six firms studied in the beer industry were using integrated situations in one or more media, two were not. The future promotional activities planned by the six firms included some changes. Rhinegold was to be joined by Schilitz in the utilization of both print and electronic media for scheduling integrated advertisements. Schilitz's apparent success in television had spurred their decision to expand usage of integrated situations into some magazine advertisements. Miller High Life was planning to schedule integrated commercials in some of their television time. The decision was based on the apparent success experienced by the four firms who had used integrated commercials. The Theo Hamm Brewing Company stated they were not in a position to discuss future promotional plans for their product. Past promotional activities of the firm tended to follow industry patterns. On the basis of this, it would appear that Hamm's would probably continue usage of integrated television commercials.

Miller High Life's adoption of integrated commercials, combined with Schilitz, Rhinegold, Budwiser, and Hamm's continued
usage left Falstaff the only firm not using integrated situations in some media. Falstaff planned to continue use of established promotional procedures for future campaigns in all markets. No use of integrated situations was planned. Because none of the factors they had based earlier decisions on had changed, Falstaff felt no justification for changing their position.

CIGARETTES

The American tobacco industry includes six firms who market the majority of the cigarettes sold in the United States. A total of thirty brands are marketed by The American Tobacco Company, Liggett and Myers Tobacco Company, P. Lorillard Tobacco Company, Brown & Williamson Tobbacco Company, Philip Morris, Incorporated, and The R. J. Reynolds Tobacco Company. Although the number of individual brands marketed by each firm ranges from four to seven, the content of the various product lines is similar for each firm. Each firm's product line contains one or more established brands, at least one accepted brand, and two or more new brands. Several years of intensive promotion in all media, followed by a concentrating of expenditures in general media, normally characterizes the established brands. On behalf of their accepted brands, firms are generally still engaged in enlarging market share through use of
<table>
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a wide variety of media for greater depth penetration. General promotional campaigns are used by most firms to promote their newer brands. Normally, for the initial campaign, only general media is used.

The American Tobacco Company manufactures and markets Half & Half, Lucky Strike, Carlton, Pall Mall, Herbert Tareyton, Tareyton, and Montclair. Advertisements for Carlton, Lucky Strike, Herbert Tareyton, and Half & Half were not scheduled in Negro media. Lucky Strike and Herbert Tareyton were advertised in Negro magazines when they were relatively new in the market. As they became more established in the market, promotional expenditures on their behalf were concentrated in general media. Negro media was dropped. Carlton and Half & Half were the firm's two newest brands. An extensive campaign to acquaint the public with their existence and qualities was conducted in general media. No Negro media was utilized. On behalf of Tareyton and Montclair, the firm utilized Negro models for advertisements appearing in Negro magazines. Pall Mall was also being promoted, on a limited scale, in Negro media. Product illustration was used in the Pall Mall advertisements. This appeared to be an experiment, involving limited financial expenditure, to gauge sales reaction to increased market coverage. Four of the firm's seven brands were promoted in general media and the remaining
three in both Negro and general media. American's policy of not completing questionnaires made the determination of future promotional plans difficult. If the over-all company pattern of the past is followed, Carlton and Half & Half will ultimately be promoted in Negro media. The two accepted brands, Tareyton and Montclair, will be established firmly in the market before Negro media is dropped from their media combinations. Adoption of integrated situations by any of the brand managers is not foreseeable.

Chesterfield, L & M, Lark, Oasis, and Duke are the five brands market by Liggett and Myers. Each is marketed as an individual brand by the parent firm. For their established brand, Chesterfield, the firm once utilized a variety of media to increase total market share. When Liggett and Myers felt Chesterfield was well established in the market, promotional expenditures were limited to general media. Specialized media, including Ebony, were dropped. Promotional activities for L & M, the firm's accepted brand, were scheduled in general and Negro media. Incorporated in Liggett and Myers' Lark, Oasis, and Duke brands were competitive features appealing to individual taste preferences within the general cigarette market. On behalf of the three brands, the parent firm had scheduled commercials on network television and advertisements in general publications.
In promoting their five brands, Liggett and Myers used only general media for four of the brands and Negro media combined with general media for the fifth. Promotional plans had never included use of integrated situations. Because Liggett and Myers did not reply to the questionnaires, their future promotional plans are not known.

If the firm uses the same promotional plans employed for L & M and Chesterfield, Negro media will be utilized for Lark, Oasis, and Duke. Following the same pattern, expenditures for L & M will ultimately be concentrated in general media.

The product line of P. Lorillard is much the same as that of Liggett and Myers. Included are an established brand, Old Gold; an accepted brand, Kent; and three relatively new brands, Newport, York, and Spring. Promotions for Old Gold had never been scheduled in Negro media. General circulation magazines and television were depended on for market coverage. P. Lorillard felt this was the best means for investment of the advertising funds available. Advertisements for Kent were scheduled in a wide variety of media, including Negro media. For more effective presentation, Negro models were used in advertisements prepared for Negro media. Advertisements for both Newport and Spring were scheduled in general media only. Although Newport had been on the market for over four years, its marketing manager did not feel the additional expense of utilizing Negro media
was warranted by the possible increase in market coverage. York advertisements, scheduled in Negro and general media, featured product illustrations.

Future promotional plans for P. Lorillard's individual brands varied. Promotions for Old Gold were to continue in general media. Plans for Kent included continued use of Negro media and the addition of integrated television commercials. While not including adoption of Negro media, plans for Spring did include adoption of integrated television situations in commercials. Negro media was to be included in Newport's promotional plans, but Negro models were not. Advertisements for York would continue to feature the product in both general and Negro media. P. Lorillard was going to adopt usage of integrated situations for two of its five brands.

Brown & Williamson also markets five brands, but only Viceroy was promoted in Negro media. In addition to being featured in Viceroy advertisements for Negro media, Negro models were also used to integrate Viceroy television commercials. Life, Kool, Raleigh, and Belair were promoted as specialty cigarettes in general media. Brown & Williamson's future plans for their five brands included continuation of Viceroy promotions in Negro media and integrated television commercials. Adoption of integrated television commercials on behalf of and featuring Life, Kool, Raleigh, and Belair was planned. The four brands were not to be promoted in
Negro media. The firm selected integrated television commercials as the best means for reaching the majority of the market through one media.

Philip Morris, Incorporated, was the first cigarette marketer to use integrated situations in advertising. The firm adopted use of integrated situations in advertisements for Philip Morris cigarettes in the early 1940's. Since the mid 1950's, the brand has been promoted only in general media. The parent firm's leading brand, Marlboro, was promoted in general and Negro media. To protect Marlboro's image, one advertising theme and layout were used in all media. All of the Marlboro advertisements featured white models. Advertisements for Paxton and Alphine, the newest brands, were scheduled in Negro as well as general media. Illustrations of the product were used for Paxton advertisements. Alphine advertisements, in all media, featured white models.

Philip Morris, Incorporated, planned to introduce integrated advertisements for Philip Morris, Paxton, and Alphine in Negro and general circulation magazines. Marlboro promotions were to continue following the previously established format. The firm

viewed the adoption of integrated advertisements as one means of increasing market coverage and market share.

The last of the six cigarette firms, The R. J. Reynolds Tobacco Company, markets four brands. Camels, Winston, Salem, and Tempo had all been promoted in Negro media at one time or another. Negro models and product illustration were used in Negro media. The firm's network television commercials were integrated in early 1964. This was a further step in the company's plan to broaden and increase market coverage and market share. Continued use of the integrated television commercials was planned. Expansion of integrated situations into magazine advertisements was not foreseeable in the near future.

The trend in the cigarette industry was neither toward use of integrated situations or continued use of segregated commercials. Fourteen brands were being promoted in Negro media and sixteen were not. Future plans included the adoption of integrated situations by fifteen brands. A possible significant factor was the adoption of integrated situations by R. J. Reynolds, one of the industry leaders. If successful, Reynolds's action may be copied by others.
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<td></td>
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</table>
DRUGS AND SUNDRIES

Although the beer and cigarette industries are composed of firms marketing similar or identical products, firms in the drug and sundry industry market a wide variety of diverse products. Even though there are over 150 possible product groups in this industry, only six are included in the study. Dental aids, deodorants, pain relievers, external medications, shaving aids, and hair care preparations were selected because one or more firms in each of the groups used Negro media or integrated advertisements. Eleven national brands were promoted in Negro media or used integrated advertisements.

Colgate, Gleem, and Crest toothpaste were three of the eleven brands. Both Crest and Colgate had been promoted in Negro media. Gleem, while not promoted in Negro media, had been featured in integrated television commercials. The results of research conducted by Procter and Gamble and Colgate-Palmolive indicated television was very effective as a medium for reaching the women who purchase the majority of drugs and sundries for the family. The adoption of integrated television commercials was the result of pressure applied by The Congress On Racial Equality. Due to the

2. For further discussion of Procter and Gamble's experience with CORE refer to Appendix G.
apparent success of the integrated commercials, both firms planned to continue their usage. The three toothpaste brands were the only drug and sundry products being promoted in integrated advertisements. There were three additional firms, however, who planned to adopt usage of integrated situations in future advertisements. Avon, Incorporated, was planning to incorporate usage of integrated situations in their television advertising. Limited experiments had already been undertaken by the firm in this area. Because their market includes both Negro and white consumers, Avon felt integrated commercials would reach both groups effectively. Arrid, Avon’s major competitor in the deodorant market, did not reply to the questionnaire. Advertisements for Vaseline Petroleum Jelly which appeared in Negro media featured Negro models. Future Vaseline advertisements, in all media, will feature integrated situations. The other medication promoted in Negro media, Vicks, had no future plans for adoption of integrated situations in any media. The third firm planning to incorporate integrated situations in advertisements was Eversharp, Incorporated. In advertising Schick razor blades, Eversharp planned to initiate usage of integrated situations in television commercials. In addition, usage of Negro magazines and models on behalf of Schick was to continue. As in the case of Vaseline, Eversharp felt the use of integrated television commercials would truly reflect Schick’s market. The plans
<table>
<thead>
<tr>
<th>Brand</th>
<th>Present Media</th>
<th>Future Techniques</th>
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<td>GLEEM</td>
<td>No Negro Media</td>
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<td>Integrated Television Commercials</td>
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<td>CREST</td>
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<td>Integrated Television Commercials</td>
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<td>COLGATE</td>
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<td>Integrated Television Commercials</td>
<td>Integrated Television Commercials</td>
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<tr>
<td>ANACIN</td>
<td>Negro Models</td>
<td>Negro Models</td>
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<tr>
<td>BAYER</td>
<td>Illustrations</td>
<td>Illustrations</td>
</tr>
<tr>
<td>ARRID</td>
<td>Negro Models</td>
<td>Negro Models-Unknown</td>
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<tr>
<td>AVON</td>
<td>Negro Models</td>
<td>Negro Models</td>
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<td></td>
<td>Integrated Television Commercials</td>
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<tr>
<td>VICKS</td>
<td>Negro Models</td>
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<td>PRESENT</td>
<td>FUTURE TECHNIQUES</td>
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<td>VASELINE</td>
<td>Negro Models</td>
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<td>Integrated Magazine Advertisements</td>
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<tr>
<td>SCHICK</td>
<td>Negro Models</td>
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<td></td>
<td>Integrated Television Commercials</td>
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<tr>
<td>CLAIROL</td>
<td>Negro Models</td>
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proposed for the three remaining brands include continued usage of Negro media. No adoption of integrated advertising was mentioned.

**FOOD**

The food industry, herein referred to, may be defined as consisting of firms who market products purchased in retail outlets and consumed in the home. The majority of the food firms limit their promotions to local advertising prepared in co-operation with retailers. Of the over 200 firms marketing food products, only approximately fifty-five utilize national media regularly. Nine of the fifty-five firms utilized Negro media or integrated advertisements. A different promotional situation from that found in the beer, drug, and cigarette industries was present in the food industry. While models played parts of varying importance in advertisements for beer, cigarettes, and drug firms, models were not widely used in advertising food products since food can be used to sell itself.

Three of the nine firms used product illustration for advertisements in Negro media. Kraft Foods, The George A. Hormel Company, and Del Monte Fruits and Vegetables each used one ad-

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3. Developed from a survey of four national women's and home magazines taken over a six month period.
for all media. Advertisements for Carnation Milk, Pet Milk, Quaker Oats, and Riceland Rice were specially prepared with Negro models for use in Negro media. Pet Milk, in addition to its Negro media usage, featured integrated situations in advertisements scheduled in general circulation magazines. Kellogg’s and Nabisco Cookies used integrated television commercials rather than Negro media.

The nine firms were to be joined by a tenth firm in the future. Procter and Gamble was planning to use integrated situations in television commercials promoting Crisco Shortening. With the planned adoption of integrated advertisements by Carnation Milk and Crisco, combined with the continued usage by Pet Milk, Nabisco, and Kellogg’s, the number of integrated users will be five. Due to the lack of response on the part of The George A. Normal Company and The Arkansas Rice Growers Association, the future plans for Dinty Moore Beef Stew and Riceland Rice were not known. Carnation Milk, Pet Milk, Quaker Oats, Kraft Foods, and Del Monte Fruits and Vegetables would continue to be promoted in Negro media.

HOME LAUNDRY PRODUCTS

The Procter and Gamble Company, The Colgate-Palmolive Company, and Lever Brothers, Incorporated, market the majority of
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<th>PRESENT</th>
<th>FUTURE TECHNIQUES</th>
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<td>CARNATION MILK</td>
<td>Negro Models</td>
<td>Negro Models</td>
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<td></td>
<td>Integrated Magazine Advertisements</td>
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<tr>
<td>PET MILK</td>
<td>Negro Models</td>
<td>Negro Models</td>
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<tr>
<td></td>
<td>Integrated Magazine</td>
<td>Integrated Magazine Advertisements</td>
</tr>
<tr>
<td>QUAKER OATS</td>
<td>Negro Models</td>
<td>Negro Models</td>
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<td>KELLOGG'S</td>
<td>Integrated Television</td>
<td>Integrated Television Commercials</td>
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<td>Commercials</td>
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<td>NABISCO</td>
<td>Integrated Television</td>
<td>Integrated Television Commercials</td>
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<td>Commercials</td>
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<tr>
<td>KRAFT</td>
<td>Illustrations</td>
<td>Negro Models</td>
</tr>
<tr>
<td>DINTY MOORE</td>
<td>Illustrations</td>
<td>Unknown</td>
</tr>
<tr>
<td>CRISCO</td>
<td>No Negro Media</td>
<td>Integrated Television Commercials</td>
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<tr>
<td>DEL MONTE</td>
<td>Illustrations</td>
<td>Illustrations</td>
</tr>
<tr>
<td>RICELAND RICE</td>
<td>Negro Models</td>
<td>Unknown</td>
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</tbody>
</table>
home laundry products produced. The products include starches, bleaches, and detergents. Two or three smaller firms market a variety of bleaches, starches, and fabric softeners in competition with the larger firms. One of these smaller firms, The A. E. Staley Company, was the only firm in the industry using Negro media. The majority of expenditures for advertising home laundry products are made in general media. The A. E. Staley Company, Procter and Gamble, and Colgate-Palmolive are included in the study. Since Lever Brothers utilized neither Negro media nor integrated advertisements, they are not included in the study.

Procter and Gamble and Colgate-Palmolive are the number one and two firms in the industry. Both firms were very sensitive to changes in the competitive detergent market. Until 1963, both firms concentrated their expenditures in general media with emphasis on usage of network television. In 1963, Colgate-Palmolive responded to pressure brought by The Congress On Racial Equality and integrated Fab and Ajax television commercials. Using the adoption of integrated situations by Colgate-Palmolive as a bargaining point, CORE brought pressure to bare on Procter and Gamble to


5. Ibid.
follow suit. In mid 1963, after threats of economic boycotts, Procter and Gamble integrated television commercials featuring Oxydol, Salvo, Cheer, Dash, and Tide. After two years of apparent success, both firms planned to continue usage of integrated situations in television commercials. No adoption of Negro media was planned by either. A. E. Staley markets two major products: Sta-Puf fabric softeners and Sta-Flo starch. Both products were promoted in Negro and general media. Special advertisements were prepared for Negro media. The firm planned no future adoption of integrated situations.

While two firms were utilizing integrated television commercials and a third firm Negro media, the remainder of the industry used white models and general media. Because of the highly competitive nature of the industry, it appeared likely that other firms in the industry might follow the pattern set by the two major marketers in the industry.

SOFT DRINKS

Soft drink producers market a wide variety of beverages ranging from cola to dietetic flavors. The potential market for these

6. A discussion of Procter and Gamble's decision to integrate television commercials is contained in Appendix I.
TABLE 17

HOME LAUNDRY PRODUCTS

<table>
<thead>
<tr>
<th>PRESENT</th>
<th>FUTURE TECHNIQUES</th>
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</thead>
<tbody>
<tr>
<td>OXYDOL</td>
<td>Integrated Television Commercials</td>
</tr>
<tr>
<td>SALVO</td>
<td>Integrated Television Commercials</td>
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<td>CHEER</td>
<td>Integrated Television Commercials</td>
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<tr>
<td>DASH</td>
<td>Integrated Television Commercials</td>
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<td>TIDE</td>
<td>Integrated Television Commercials</td>
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<tr>
<td>FAB</td>
<td>Integrated Television Commercials</td>
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<tr>
<td>AJAX</td>
<td>Integrated Television Commercials</td>
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<tr>
<td>STA-FLO</td>
<td>Negro Models</td>
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<tr>
<td>STA-PUF</td>
<td>Negro Models</td>
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</table>
beverages includes a large majority of the United States. Special interest shown in the Negro market by some producers appears to be warranted on the basis of results of soft drink consumption surveys. One such survey, conducted by Ebony in 1963, included a comparison of the relative rate of expenditures of urban Negro families versus white families in the same income group. The survey, conducted in ten large American cities, revealed the following annual expenditures for soft drinks per household: white households = $22.00; Negro households = $70.48. One factor which appeared to influence the higher expenditures for soft drinks among Negroes was the younger average age of Negro families. Age was an important factor because of an apparent heavier consumption of soft drinks among younger individuals. The heavier consumption among younger individuals may stem from the liquor laws of most states which forbid the purchase of liquor by minors. White America has been characterized as an older group whose median age is 30. Negro America's median age is 23.

8. Grayson, 3.
Industry sales, for the purpose of the analysis, were segmented into cola and non-cola beverages. Cola sales represented 65 per cent of total soft drink sales. Coca-Cola and Pepsi-Cola dominated the cola segment of the market. The remaining 35 per cent of the market was composed of non-cola beverages ranging from artificial fruit flavors to lemon-lime mixtures. Canada Dry, Seven-Up, Pepsi-Cola, and Coca-Cola were the only firms in the industry which utilized Negro media or integrated advertisements. They were, therefore, included in the study. The group could be considered representative of the industry because it included the three largest firms in the industry. The techniques and future plans of the majority of the industry firms appeared to indicate a pattern developing which incorporated the use of integrated situations in general media. The development was spurred by two forces: intense competition and economic considerations.

Coca-Cola, the industry leader, was engaged in a competitive struggle with Pepsi-Cola, their nearest competitor. Negro media and models were utilized by Coca-Cola as part of the campaign designed to increase Negro market share. For increased penetration of the Negro market, integrated television commercials had been

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utilized for Coke promotions. Coke was the firm's major brand. Tab, Bubble-Up, and Sugar-Free Bubble-Up, the firm's three other brands, were not being promoted in Negro media or in integrated television advertisements. Future plans, however, included the promotion of all brands in integrated television commercials. 10

Pepsi-Cola had used Negro media and Negro models as part of promotional programs for many years. Through these programs, Pepsi-Cola had built a large market among Negroes. Pepsi-Cola had not integrated commercials for Pepsi, Teem, or Diet Pepsi. Coca-Cola's aggressive push for larger Negro market share had caused Pepsi-Cola to include consideration of integrated situations in future promotional plans.

While the adoption of integrated situations by Coca-Cola and possible adoption by Pepsi-Cola were spurred by competitive reasons; Canada Dry's adoption was based on economic necessity. A small firm, marketing a variety of flavored beverages, Canada Dry had a limited amount of resources budgeted for promotional activities. Because the budget could support usage of only general

10. Many of the problems faced by Coca-Cola in its use of integrated television commercials are discussed in Appendix J.
publications, the firm had to utilize one medium to reach the total market. Canada Dry's answer to the problem was the use of integrated advertisements to appeal to the various market segments. Due to apparent success, future plans include continued use of the integrated advertisements.

Economic and competitive considerations appeared to have influenced three firms in their decisions to adopt Negro media and, in two cases, integrated advertisements. What prompted Seven-Up to use white models for Negro media advertisements was not known. Seven-Up did not reply to the questionnaire.

Future plans included continued use of integrated situations by Coca-Cola and Canada Dry. Coca-Cola's major brand, Coke, was to be joined by Tab, Sugar-Free Bubble-Up, and Bubble-Up in promotions utilizing integrated television commercials. Pepsi-Cola was planning to expand its usage of Negro media to include Diet Pepsi and Teem. For competitive reasons, Pepsi-Cola had not ruled out the adoption of integrated advertisements. Seven-Up's future plans were not known.

SUMMARY OF CONVENIENCE GOODS SECTION

Of the seventy-four brands discussed in this section, eighteen were promoted in integrated advertisements or commercials.
TABLE 18

SOFT DRINKS

<table>
<thead>
<tr>
<th></th>
<th>PRESENT</th>
<th>FUTURE TECHNIQUES</th>
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<tbody>
<tr>
<td>COCA-COLA</td>
<td>Negro Models</td>
<td>Negro Models</td>
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<td></td>
<td>Integrated Television Commercials</td>
<td>Integrated Television Commercials</td>
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<tr>
<td>BUBBLE-UP</td>
<td>No Negro Media</td>
<td>Integrated Television Commercials</td>
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<tr>
<td>SUGAR-FREE BUBBLE-UP</td>
<td>No Negro Media</td>
<td>Integrated Television Commercials</td>
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<tr>
<td>TAB</td>
<td>No Negro Media</td>
<td>Integrated Television Commercials</td>
</tr>
<tr>
<td>PEPSI-COLA</td>
<td>Negro Models</td>
<td>Negro Models</td>
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<tr>
<td>DIET PEPSI</td>
<td>No Negro Media</td>
<td>Negro Models</td>
</tr>
<tr>
<td>TEEM</td>
<td>No Negro Media</td>
<td>White Models in Negro Media</td>
</tr>
<tr>
<td>CANADA DRY</td>
<td>Integrated Magazine Advertisements</td>
<td>Integrated Magazine Advertisements</td>
</tr>
<tr>
<td>SEVEN-UP</td>
<td>White Models</td>
<td>Unknown</td>
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</table>
One brand had been promoted in integrated magazine advertisements and the remaining seventeen in integrated television commercials. For eleven of the eighteen brands, no Negro media was utilized.

Future plans for forty of the seventy-four brands included use of some integrated situations. Television commercials will be employed for thirty-three of the brands. The remaining brands will be promoted in integrated magazine advertisements. One of the firms planned to schedule integrated advertisements in magazines and television on behalf of its brand. Twenty of the brands will be promoted solely in general media with no use of Negro media. The promotional plans for fifteen other brands included use of Negro models in Negro media and integrated advertisements in general media. The increased interest in utilization of integrated situations was related, in part, to the characteristics of the convenience goods. Convenience goods are of low unit value and are distributed on an extensive basis. Because of the nature of the products, they are marketed nationally and depend on volume to provide a profit margin. With maximum coverage necessary, promotion has to reach the majority of the potential market.

To reach the majority of the potential market, several avenues are open. These include: general print media used in combination with network television; Negro media used in combination with
general media; integrated general media combined with usage of Negro media; and use of integrated general media to reach all market segments. The selection of the appropriate avenue for each of the firms and their brands hinged on several factors. First, the nature of the product was important. If circumstances surrounding use of the product were highly personal in nature, integrated advertisements were seldom used. From a cost standpoint, integrated advertisements judged appropriate for use in all media could make possible lower production costs. Market position in the Negro market was also a factor to be considered. When the firm was engaged in a drive for increased market share among Negro consumers, it might utilize Negro media and integrated general media to reach the target group. Market position in the general market was also vital. When regional strength was important to the firm, use of integrated situations in general media could endanger general market share. Leaders within the various industries found themselves pressured by outside groups to adopt advertisements more representative of the racial make-up of American society.

Based on an analysis of the practices of the firms included in the study, it appeared the firms adopted integrated
advertising for the following reasons:

1. Competition among producers of convenience goods was intensive due to standard pricing and the large variety of products available. Volume was vital and required maximum market penetration.

2. The cost of promotional campaigns was high and new methods for increased exposure were needed which offered cost savings.

3. Eighteen firms who had used integrated situations had experienced increased sales in the Negro market. At the same time, little or no loss of sales was evident in the general market.

4. The Negro was making himself felt as an individual consumer and wanted to be shown in natural situations with other Americans. Toward the firm not willing to reflect America's racial make-up in national advertising, the Negro was prepared to apply economic pressure.

Competition, cost, proven success, and the Negro's demand for recognition were vital forces pushing marketers toward integrated advertising. Equally important was the recognition of these forces by key firms within each of the six industries.
<table>
<thead>
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<th>TABLE 19</th>
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<tbody>
<tr>
<td><strong>SUMMARY OF TECHNIQUES USED AND PLANNED</strong></td>
</tr>
<tr>
<td><strong>PRESENT</strong></td>
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<tr>
<td>BEER (6 brands)</td>
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<tr>
<td>CIGARETTES (30 brands)</td>
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<tr>
<td>DRUGS AND SUNDRIES (11 brands)</td>
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<tr>
<td>HOME PRODUCTS (9 brands)</td>
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<td>FOOD (10 brands)</td>
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<td>SOFT DRINKS (9 brands)</td>
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<tr>
<td>BY MARKETERS OF CONVENIENCE GOODS</td>
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<td><strong>PRESENT</strong></td>
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<td>HOME</td>
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<td>LAUNDRY PRODUCTS</td>
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<td>SOFT DRINKS</td>
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CHAPTER 6

CONCLUSIONS

Although the Negro market was important, what appeared to be truly significant was the usage of Negro media and integrated advertisements as intra-industry competitive tools. The buying choices of the Negro consumer were normally limited to American produced products. Marketers, therefore, were not generally concerned with possible foreign competition for the Negro sales dollar. It appears that the Negro market became important in individual industries only after one or more industry members began using Negro media to increase sales. Usage of Negro media was adopted for defensive, competitive reasons, not because the individual Negro consumer was vital to the firm. Increased usage of Negro media and integrated advertisements was the result of increased industry competition, rather than any feeling of social obligation.

As marketing costs continued to rise, firms sought methods to cut costs while still expanding market coverage. During the search for larger markets, the Negro market began to be recognized as an untapped potential for consumer goods. To include this
market segment, many firms added Negro media to the total media combination for market coverage.

The purpose of the study was to examine the techniques utilized by marketers utilizing Negro media. Their reasons for adoption of Negro media and promotional techniques were to be ascertained and patterns within product groups and industry groups developed and studied. Special attention was to be given to future plans and the place of Negro models or integrated advertisements in these plans. The underlying reasons for the plans and the proposed effect on total cost and sales were major points of interest.

The actual undertaking of the study closely followed the preplanned schedule. Included in the final study were 122 national brands. Primary data was secured from structured questionnaires and analyzed to determine reasons and techniques employed for individual Negro market promotional programs. Patterns present in product groups, indicated by reasons and illustrative techniques, were studied for industry implications. The total savings possible to the marketing firms, through use of various techniques, were included in the analysis. Future plans were studied for significant changes in company policy, industry tradition, or product images. The resulting data aided in the formation of a picture of existing and future techniques which were to be employed for increased depth
penetration of the Negro market. Upon final analysis of the primary and secondary data, general and specific conclusions concerning promotion in the Negro market were reached.

General conclusions were reached concerning shopping, specialty, and convenience goods.

First, the Negro market experienced an increase in growth in the preceding ten years. As competition increased and the need to increase sales volume and broaden market coverage became more pressing; marketers looked toward the barely developed Negro market. To increase sales volume, new customers had to be found. The Negro population had increased at a much greater rate in the last decade than the white. A potential market of twenty million people was available. The Negro had also increased his economic position and offered a potential purchasing power of $23.5 billion. These forces combined to push the Negro market into the forefront.

Secondly, as the income and standard of living of the Negro increased, his basic desires and drives approached those of his white counterpart. Appeals to the desire for safety, comfort, love, improved personal appearance, and self improvement were found to be universal among Negroes and whites. The appeals used to motivate whites to action were also found to be effective for Negro
consumers. This appeared to reverse a pattern of thought which considered standard appeals not applicable to both groups. It now appeared one appeal could be used to reach the majority of the market.

The real problem lay not in appeals, but in the illustrations utilized to interpret the appeals. The same headlines and copy might be used for advertisements in all media, but could one illustration be used for all? The majority of firms using Negro media invested the additional funds required to produce special advertisements featuring Negro models. Some firms, feeling the added cost was not justified, used one advertisement for all media. These advertisements featured product illustration, white models, or integrated situations. Integrated situations were favored by some firms because of the cost savings possible through use of one advertisement and the appeal they held for minority segments of the market. Use of product illustration provided for possible cost savings while avoiding the risk of offending members of the total market.

In selection of the best means of illustrating advertisements for both the general and Negro market, marketers of convenience goods tended toward adoption of integrated situations. Both magazines and television were used for introduction of the integrated situations. Future plans indicate an expanded usage of integrated situations by
an increasing number of firms. Conversely, the majority of the marketers of shopping and specialty goods continued to favor use of white models in all media and Negro models, occasionally, in Negro media.

While the general conclusions were applicable to consumer goods as a group, more specific conclusions were drawn concerning the three consumer goods classifications.

The general conclusion drawn concerning convenience goods was that a pattern of adoption of integrated situations appeared to be emerging. Specifically, two major conclusions were drawn.

1. Integrated illustrations were adopted by the majority of marketers of convenience goods because of the:

   a) Cost savings that might result from the use of one advertisement in all media.

   b) Possible elimination of Negro media.

   c) Threatened product boycotts by pressure groups.

   d) Adoption by key firms within highly competitive industries.

2. The adoption of integrated illustrations in Negro and general media resulted in:

   a) Increased sales among Negroes for many marketers.
b) No noticeable loss of white consumers.

c) Cost savings in production and scheduling.

Marketers of shopping and specialty goods appeared to be maintaining a "status quo" program in the Negro market.

Specifically, two major conclusions were drawn.

1. Integrated illustrations in Negro and general media were not adopted by the majority of shopping and specialty goods marketers because:

   a) Within certain product groups tradition directed advertising content.

   b) Usage would not have been in accord with the company policy.

   c) Product image and appeal could not be communicated by integrated situations.

   d) No key firms within the product groups had initiated usage of integrated situations.

2. The few marketers who did adopt integrated situations did so because:

   a) A key firm within the product group initiated usage.

   b) Integrated situations fitted in with the product image and with the company policy.

For convenience goods, the probable conclusion is that marketers of most brands will increase use of integrated situations to cut costs and ultimately discontinue use of specialized media. The
use of general media with integrated illustrations appears to be the solution many marketers have settled on to meet the problem of increasing costs.

Due to group characteristics, marketers of shopping and specialty goods have and will probably continue to follow a policy of preserving the "white quality" image in advertising.
APPENDIX A

AUTOMOBILE MARKETERS AND BRANDS

Detailed summaries for the three automobile marketers and their brands are contained in this appendix.
No replies were received in answer to the questionnaires or follow-up letters sent to the four divisions of The Ford Motor Company. A review of the firm's advertisements which had appeared in Ebony magazine, the only Negro media employed by the firm, was undertaken. Ford was the only division of the company which used Negro media. Promotional expenditures for the Lincoln, Mercury, and Thunderbird divisions were mainly concentrated in general media. Promotional techniques used in general media by the three divisions were examined and analyzed.

LINCOLN and THUNDERBIRD

Both of these divisions marketed a line of automobiles priced in the same general range and channeled toward the same general income groups. Beyond these two factors, other factors and characteristics in their respective markets differed. Lincoln utilized a "snob" or dignity appeal in their promotional campaigns while Thunderbird stressed a "jet set" or luxury sportscar image. Distribution for Lincoln was normally handled by Lincoln-Mercury dealerships. Thunderbird automobiles were sold through Ford dealerships. The prime markets for both Lincoln and Thunderbird appeared to consist of individuals in the $7,000 and over income
bracket. As shown in the 1960 United States Census, only 1.1 percent of the employed Negroes were in the $7,000 to $9,999 income bracket. Only 0.3 percent of all employed Negroes were in the $10,000 and over income bracket. Since both of these income groups were important parts of both Lincoln and Thunderbird markets, the low percentage of Negroes in the two groups appeared to make usage of Negro media unwarranted from an economic standpoint. Managers of the Lincoln and Thunderbird dealerships in Tucson both felt it unwise to encourage individuals, with limited financial resources, to purchase luxury automobiles. They also felt the image of the automobile was effected by the type and income status of the various purchasers. In their opinions, extensive ownership of one model line by members of lower income groups could alter the automobile image.

Lincoln and Thunderbird were probably not promoted in Negro media because of the small percentage of Negroes in the preferred income brackets. A second possible factor might have been the parent firm's desire to discourage use of their luxury models as status symbols by individuals not financially able to purchase and maintain the automobile.
MERCURY

Mercury marketed a complete line including a low priced compact and a luxury automobile. Marketed through Lincoln-Mercury dealerships, Mercury had been promoted as a better than median priced automobile for people who were willing to pay a little more for quality. They represented the middleground between the Lincoln and Thunderbird lines and the Ford line. Mercury promotional appeals appeared to be directed toward individuals in the $4,000 to $7,000 income bracket. Mercury promotion utilized a form of "snob" appeal directed toward people "on the ascend in business and social life" and stressed the need for a better automobile to go with improved status. Advertising had been confined to general media. The lack of use of Negro media could be explained in part by the low percentage of employed Negroes in the $4,000 to $7,000 income bracket. Based on figures in the United States Census, 13.1 percent of the employed Negroes were in this bracket. In discussions with the local Mercury dealer, it was learned that less than 2 percent of Mercury new car purchasers were Negroes. The dealer felt that the local Ford, Chevrolet, and Dodge agencies received the majority of the business of Negro new car buyers.
Ford had advertised in *Ebony* each month for six to seven years. The advertisements featured the top of the Ford line, Galaxie and Fairlane. Mustang and Falcon had not been promoted in Negro media. Advertisements featuring well dressed white models were used in *Ebony* as well as in general media.

Why did the Ford division use Negro media while the other divisions did not? Since they did use Negro media, why were no provisions made for the use of Negro models? The first question was answered to some extent by an examination of the Ford market. The bulk of the Ford division market appeared to be in the $5,000 and below income bracket. Ford's biggest competitor in this market was Chevrolet who had adopted use of Negro media two years before Ford. The combination of a large potential market and a highly competitive market situation might be viewed as two possible reasons for Ford's usage of Negro media. Yet advertisements used in Negro media were not designed for the Negro market, but for the market as a whole. There could have been several possible reasons for the use of general media advertisements in Negro media. The corporate image of Ford and its reflection of a market dominated by white consumers was one possible reason. The additional cost of preparing special advertisements featuring Negro models might
also have been a factor in the non-use of Negro models. The fact no other firms in the industry had utilized Negro models for Negro media advertisements might possibly have influenced Ford's actions.

The future plans of The Ford Motor Company and its four divisions could only be surmised. First, it appeared likely the Ford division would continue usage of Ebony magazine. The adoption of integrated advertisements or use of Negro models in Negro media seemed remote. Use of Negro media by one or all of the three remaining divisions was not predictable.

CHRYSLER MOTORS CORPORATION

Chrysler Motors Corporation was composed of three major divisions: Chrysler, Dodge, and Plymouth. Both Chrysler and Plymouth used Ebony as part of their media combinations. Questionnaires were sent to all three divisions, but only the Chrysler division replied.

CHRYSLER

Chrysler offered a wide choice of models and prices. Prices ranged from $2,500 for the economical Newport to over $6,000 for the luxurious Imperial. Imperial advertisements emphasized quality,
style, and distinction and were scheduled in magazines with heavy
circulation among professional and business leaders. Individuals
in the $10,000 and over income bracket were considered by Chrysler
as the major market for Imperial. Due to the small percentage of
Negroes in this income bracket, Chrysler did not feel a major market
potential for Imperial existed in the Negro market. The 1960 United
States Census placed only 0.3 percent of all employed Negroes in
the $10,000 and over income bracket. Chrysler did not feel the use
of Negro media was economically justifiable for Imperial on the
basis of the small potential of the Negro market.

Chrysler's other models were advertised in Ebony.

Though Ebony had been used as part of the media combination for
five years, Negro models had been featured in only two advertisements.
The reason given by the firm for the non-use of Negro models in
Negro media was "Not Applicable." What the firm meant to imply
by this phrase was not clear. A possible interpretation was that
the use of Negro models was not applicable for the promotional
themes being used. Chrysler viewed the Negro market as "a significant
segment of a total purchasing public." Ebony had been utilized to
reach this significant segment. If other automobile firms adopted
use of Negro models in Negro media, Chrysler planned to "continue
appropriate policy." This appeared to mean a continuation of their
established advertising policy. Chrysler's future plans did not
include or exclude the use of Negro models or integrated situations. Based on their past promotional policies, it appeared doubtful they would adopt usage of either.

**PLYMOUTH**

Offering a wide range of choice, from a compact to a standard model, Plymouth had promoted its entire line in *Ebony* for over five years. A study of their advertisements for this period revealed there had been no usage of Negro models. Plymouth advertisements followed the pattern of other automobile firms, featuring white models in all media. Plymouth's potential market appeared to include the $5,000 or lower income groups. The competition in this area included Ford, Buick, Chevrolet, and Dodge. Why did Plymouth make no effort to increase their possible share of the Negro market through use of Negro models? Due to Plymouth's failure to reply to the questionnaire, discussion had to be based on an evaluation of the firm's past promotional activities.

Two probable reasons for Plymouth's non-use of Negro models were derived from the evaluation. First, the use of Negro models would not guarantee increased sales in the Negro market. The additional expenditures for special advertisements would be difficult to justify on the basis of proposed sales increases. Secondly, Plymouth had not been a promotional pace setter in the automobile industry.
The pattern among their competitors of using white models in advertisements for all media appeared to have been adopted by Plymouth. Plymouth's future adoption of Negro models or integrated situations was not predictable, unless one of their competitors initiated one or both of the changes successfully.

DODGE

Dodge limited the majority of their advertising to The Lawrence Welk Show on network television and advertisements in large general circulation magazines. A review of ten years of Ebony uncovered no advertisements featuring Dodge. Why did Dodge, with a market similar to Plymouth's, bypass Negro media and, in a sense, the Negro market? Based on an analysis of Dodge's past promotional campaigns, the following conclusions were drawn.

With apparent limited advertising funds available, Dodge utilized television to reach the majority of the potential market. Through this television approach, local dealerships were promoted by use of local identifications during station breaks. Advertisements were scheduled in the major general circulation magazines to supplement the television promotions. If the firm should consider spending less on television promotions in order to incorporate the usage of Negro media, the action could be difficult to justify on the basis of increased
market exposure or expected sales. With three competitors already active in Negro media, Dodge's initial investment would probably have had to been large to actively enter the competition. In view of the fact that Plymouth and Dodge were handled by one dealer in many cities, the local Dodge dealer felt Dodge benefited, in some instances, from Plymouth's use of Negro media. Since Dodge used television extensively, it was possible they might introduce integrated situations in commercials on their network show. This action would presumably be taken only after one of the automobile industry leaders integrated their network commercials.

Chrysler Motors Corporation appeared to have followed the pattern in the automobile industry of not advertising luxury automobiles in Negro media. Based on past promotional policies, it was probably the plan of the Chrysler and Plymouth divisions to continue use of Negro media for promotion of their median and lower priced models. These two divisions were not expected to adopt integrated situations in their advertising. The Dodge division, a heavy user of television, was not a predictable source of new usage of Negro media. Chrysler Motors Corporation had, in the past, been a cautious follower of actions and patterns initiated by leaders of the automobile industry. No change in this procedure was predictable.
Based on Advertising Age's 1964 list of the top ten national advertisers, General Motors Corporation was the largest producer of automobiles and second largest national advertiser in the United States. In answer to the questionnaires sent to the Buick, Cadillac, Oldsmobile, Pontiac, and Chevrolet divisions, a reply was received from Mr. Gail Smith, Director of Advertising and Market Research for the parent corporation. A portion of his letter read as follows:

As you can imagine, we receive numerous research questionnaires with regard to our advertising philosophy and strategy which we are unable to answer simply because there is no such thing as a firm, long term strategy plan in our business. Such planning must constantly be adjusted to comply with the demands placed against advertising in a volatile marketing situation.

At all times, however, such strategy does follow a basis philosophy of holding advertising responsible for reaching the greatest number of potential prospects for our individual products with maximum effectiveness in areas of coverage and frequency at the greatest efficiency possible from the standpoint of cost.

The circumstances General Motors found themselves in at this time, July and August of 1964, might help explain their reluctance to state a position. General Motors' headquarters building and several of their assembly plants were picketed by groups from The Congress On Racial Equality and The National Association For The Advancement Of Colored People. The groups claimed General Motors practiced
discrimination in employment practices. Pressure was also applied for introduction of integrated situations in General Motors' network television commercials. The employment problem had been partially solved, but no action had been taken concerning integration of the network television commercials.

CADILLAC

Cadillac, a luxury automobile, had not been promoted in Negro media. A large amount of money had been spent in the building of a basic prestige image for Cadillac. Though no effort had been made to cultivate the Negro market, Cadillac was very popular among Negro consumers. The local dealer felt the extensive ownership of Cadillacs by Negroes had hurt the prestige image of the automobile. Cadillac considered individuals in the $10,000 and over income bracket as their potential market. To concentrate promotional efforts in this market area, Lincoln and Imperial had used magazines circulated among professional and business leaders. Since these were the two major competitors in Cadillac's market, Cadillac also used magazines circulated among professional and business leaders. In view of past experience and market strategy, Cadillac was not likely to adopt use of Negro media or integrated advertisements.
OLDSMOBILE

Thought of as General Motors' semi-luxury product, Oldsmobile was hard pressed by Pontiac in the competitive struggle for the higher middle income market. Oldsmobile's adoption, in 1962, of Negro media came at a time when increased competition necessitated broader market coverage. Advertisements, featuring white models and luxurious backgrounds, were used in Negro media. Probable reasons for Oldsmobile's non-usage of Negro models in Negro media appeared to be varied. One possible reason was the custom among luxury and semi-luxury cars of using white prestige images. The additional cost of preparing a special advertisement for Negro media might have been a factor in the decision. With no other automobile line using Negro models, the additional cost might seem unjustified. Finally, the overall image of the parent corporation was apparently one which reflected white America. Industry patterns and corporate image would appear more vital in Oldsmobile's decision than the cost factor. Based on past activities, Oldsmobile's adoption of Negro models or integrated advertisements was not predictable.

PONTIAC

Long caught in the backwash of Oldsmobile and Buick sales, Pontiac had risen to the number three position among all
automobile sellers. Through advance designing and heavy spending for promotions, Pontiac had become a style and pace setter. In 1961, Pontiac added Ebony to their media combination. One set of layouts was used for all media. The probable reasons for Pontiac's non-usage of Negro models appeared to be similar to those influencing Oldsmobile. Oldsmobile and Pontiac could be viewed as competitors in a similar market segment. Pontiac dipped into the lower priced market with the Tempest, and reached into the luxury class with the Grand Prix.

If one of the General Motors divisions were to adopt the use of Negro models or integrated advertisements, it might very well be Pontiac. This assumption was based on the following observations. Pontiac had been a pace setter and innovator in the automobile industry. The popularity of Pontiac in the market, might allow them to gamble on the usage of integrated advertisements in some or all of their media. These were only observations. In view of the position expressed by the parent corporation, it appeared doubtful that either Pontiac or its competitor Oldsmobile would alter their policies.

BUICK

Once a prestige automobile, Buick had slipped from their position and was attempting to regain their former standing.
Buick found their market crowded. Filling the void created between the Chevrolet and Pontiac lines, they were hard pressed from both sides. Buick advertisements had been scheduled in Ebony since 1962. Advertisements which appeared in Negro and general media featured sophisticated white models who radiated the enjoyment of good living. The availability of Buick prestige and quality at about the same cost as one of the low priced three, was the theme used for the advertisements. Probable reasons for Buick's use of white rather than Negro models for Negro media were similar to those stated for Oldsmobile and Pontiac. In the midst of the drive to regain former prestige, the adoption of integrated situations or Negro models appeared unlikely.

CHEVROLET

Listed by Automotive Age as the number one seller in the United States automobile market for 1964, Chevrolet had been a weather vane and pace setter in the industry. Chevrolet had used Ebony for eight years. Advertisements placed in all media featured white models. Psychological drives, corporate image, and cost might be cited as possible reasons for the firm's non-use of Negro models. The major importance of Chevrolet, as developed from the primary and secondary data, was their position as a pace setter in
automobile industry. If the industry pattern of white models in Negro media was to be altered, the change would probably be initiated by Chevrolet. In the past, Chevrolet had introduced new promotional techniques which were later adopted by other members of the industry. Through their commercials on the number one rated television series, "Bonanza," the firm might introduce the Negro into television commercials promoting automobiles. If the pressure for integrated automobile advertisements in television continued, the parent firm might delegate to Chevrolet, the problem of introducing integrated advertisements on television.

It was probable that General Motors and their five divisions, based on past activities, would continue usage of white models in Negro media. The adoption of integrated advertisements by any one of the five divisions appeared unlikely. Increased organized pressure could alter the future plans of the firm.
APPENDIX B

LIQUOR AND WINE MARKETERS AND BRANDS

Detailed summaries for the liquor and wine marketers and their brands are contained in this appendix.
BEEFEATER'S GIN

The black and white half page advertisements, scheduled in Ebony by Beefeater's Gin, featured pen and ink sketches of the product and trade mark. This advertisement was used in all media for all company campaigns. The firm felt there was definite merit in this form of illustration. They based this reasoning on the belief that the bottle and trade character had become so familiar that to discontinue use of them, and substitute models, would only detract from brand recognition. This had been their policy for many years, and entrance into the Negro market had not changed the policy. The firm felt the addition of Negro models to advertisements for Negro media would not have increased the effectiveness of the advertisement. To sketch their trade character as a Negro might have been interpreted as a slur by white and Negro consumers. Beefeater's Gin had no plans to use integrated advertisements or Negro models in any of their print media. Neither technique, they felt, would be appropriate in view of the long standing promotional policy.

CALVERT

For several years, Calvert had used its distinctive bottle design as a focal point for color advertisements. In place of models, attractive backgrounds of drapes and velvets were used to attract the
attention of the consumer. This technique had been used in all
advertisements to help make the bottle and brand name familiar to
the consumer. Calvert's goal in the Negro and general market was
the achievement of this recognition. In the company's opinion, the
addition of Negro or white models would only tend to obscure the
product. An additional factor, important to the firm, was the high
cost of the advertising plates for the colored advertisements. To
produce special plates for each media would have increased total
production costs. Calvert had no plans to adopt integrated situations
or Negro models in their future promotional campaigns.

**CUTTY SARK SCOTCH**

Cutty Sark's trade mark, a sailing ship pictured under
a billowing sky, had been used by the firm in their advertisements
for over ten years. In association tests, conducted when the firm
was considering a change in advertising themes, consumers were
found to have a high degree of brand recognition when shown an
advertisement featuring only the sailing ship. Based on the results
of these tests, the firm decided to retain the familiar illustration
that had become their trade mark. One advertisement was used in
all media. Cutty Sark viewed the Negro market as part of the total
general market. *Ebony* was used as an additional media for gaining
better market exposure. Cutty Sark did not intend to incorporate the use of models or integrated situations in their future campaigns. To do so, they felt, would tend to split their market into individual sections and this was not included in the company's plans.

**GILBEY'S GIN**

Gilbey's Gin advertisements were designed to be appealing to the eye. Normally in color, they featured the product and a prepared cocktail. The firm felt the best way to sell the product was to show the different uses it could have. Gilbey's sought to increase total market share by increasing consumption of the product in all market areas. To have used models in their advertisements, the firm contended, might have obscured the product. The firm had no plans to adopt the usage of models or integrated situations in their future advertisements.

**GORDON'S GIN**

A promotional campaign, with heavy emphasis on the use of dealer sales material and point of purchase displays, had led Gordon's Gin to utilize only quarter page advertisements in print media. These advertisements featured only black and white photographs of the product. The firm felt the biggest sales push for their product came from the liquor store owner and point of purchase displays. The use of magazine
advertisements was calculated to keep the name of the product before the public. A plan incorporating the use of models in advertisements was under study by the firm. If and when the plan was adopted, Negro models were to be used in Ebony advertisements. Final action had not been taken on the plan. Though they viewed the United States as one general market, the firm felt the additional expenditures for specialized media were justified by increased patronage and consumer good will. While considering adoption of models in their advertising, Gordon's Gin did not plan to use integrated situations.

I. W. HARPER

I. W. Harper felt the best way to sell a product and increase market share was to make the product and its name very familiar to the potential customer. The firm had attempted to achieve this identification through use of unusual advertisements. These advertisements featured various Harper bottles and repeated usage of the firm name. The usage of the firm name, up to twenty times in some advertisements, was meant to instill the product in the consumer's mind. The recognition of the name was meant to act as a triggering cue, in hopes that when the consumer thought of buying bourbon, he would ask for I. W. Harper. No future plans included the use of models or integrated situations in magazines or other media.
J. & F. MARTELL COGNAC

Martell Cognac spent a limited amount of their total sales on advertising. Due, in part, to the fact that cognac was not a common liquor, brands and reputations were built on personal experience and word of mouth advertising. Martell Cognac advertisements, featuring black and white sketches of the product, were meant to serve as reminders to those who had already enjoyed the product. For cost reasons, the firm preferred to use one advertisement for all media. Additional expenditures for the preparation of special advertisements for different media were considered unnecessary by the firm. Future plans did not include the use of models or integrated situations in advertisements.

KENTUCKY GENTLEMEN

Kentucky Gentlemen, a bourbon whose major market was located in the Southern United States, used Ebony as one of many smaller publications which appealed to readers of both races. A small firm, in comparison to other bourbon marketers, they were limited in the amount of promotional funds available. Small, less than quarter page, advertisements constituted the extent of their advertising. Due to the smallness of the advertisements, illustrations rather than models were used. Because of the cultural background of the major share of their market, the firm did not feel it could use integrated situations in its advertisements.
SEAGRAM'S

Seagram's pointed with pride to the success of their bourbon in the market. Their advertising stressed the quality of the product, and sought to acquaint the reader with the physical characteristics of the bottle. Seagram's wanted the buyer to ask for and recognize the product when he entered a liquor store. To achieve this recognition, the firm had chosen to use full page advertisements dominated by the product. Seagram's was considering the use of models in their holiday advertisements. The models would be so grouped that a "gaze motion" technique would lead all eyes to the product. If this plan was utilized, special color advertisements were to be prepared showing Negro and white consumers together in liquor stores. The firm, in 1965, planned to continue their policy of using advertisements dominated by product illustration.

TAYLOR WINE

Taylor expressed a desire to treat all segments of their market in a like manner. For this reason, they used abstract and landscape backgrounds for product illustration. The use of Negro or white models would have tended to separate the consumers into two groups. Taylor wanted to avoid separating the consumers into racial
groups. *Ebony* was used as a further means of increasing coverage of
the general market. When and if models were used in advertisements,
the firm planned to pictured them in integrated situations. No definite
date had been set for the adoption of integrated situations.

**TEACHER'S SCOTCH**

Teacher's advertisements featured two models, or to be
exact, the hands of two models. A man and woman's hands were shown
reaching across a cocktail table on which two drinks and a bottle of
Teacher's Scotch were sitting. The lighting was so arranged, that it
was impossible to tell if the hands belonged to a Negro couple or to
a white couple. The purpose behind this illustrative technique was four
fold. First, the hands and a large silver ring, worn by the woman,
attracted the attention of the reader. Secondly, the hands, reaching out
toward one another, formed a focal point for drawing the attention of the
reader to the product. In the third place, because the advertisement was
unusual, the majority of the readers would probably remember it. Finally,
the advertisement was so designed that it could be used in all media, thus
reducing production costs. Teacher's had noted such a good reaction to
the advertisement, they planned to continue the same method for future
advertisements. The firm declined to comment on the possible future use
of integrated situations in their advertisements.
ANCIENT AGE

Ancient Age utilized half page advertisements in Ebony for the promotion of their liquor. These advertisements, for the most part, featured Negro models enjoying a glass of Ancient Age. The firm had used Negro models for three reasons. First, because the firm used full page advertisements in general media, special advertisements had to be prepared for Ebony. Since special advertisements had to be planned, Negro models were used. Secondly, since the circulation of Ebony was mainly among Negroes, it was appropriate to use Negro models. Finally, the design of the Ancient Age bottle did not lend itself to sole display in advertisements. The firm planned to continue its usage of Negro and white models in their respective media, with no plans for integrated situations. Integrated situations were not felt to be applicable to the firm or its image.

THE CHRISTIAN BROTHER'S BRANDY

This firm had capitalized on the usage of sales representatives for their advertisements. Short, snappy headlines were used to attract the reader's attention. To discover the meaning of the headline it was necessary to read the copy. The headlines were worded in such a manner, the company hoped, that the average person would be prompted to read further to discover its meaning. Various Negro sales representatives
had been used for the advertisements scheduled in Ebony. The firm, through use of its own Negro sales representatives, sought to not only gain the Negro as a customer, but to also show him the firm was willing to hire him as an employee. The firm's efforts in the Negro market had meant increased sales among Negroes. Future plans included the introduction of integrated advertisements in all media sometime in 1966.

JOHNNY WALKER RED SCOTCH

The Negro market was viewed as an individual market by this firm. Campaigns used in the respective markets were planned to meet the individual requirements and characteristics of each. The increasing level of income among Negroes had led the firm to give special attention to the Negro market. Special advertisements, with Negro models, were prepared for Ebony and other Negro media. The firm's philosophy on the use of Negro models in Negro media was as follows:

If you are going to make the initial investment in paying for space in Negro media, then do the intelligent thing and use Negro models to sell and identify your product with the Negro your seeking to reach. The return will justify the cost.

Johnny Walker felt the use of integrated advertisements would not fit in with the individual goals of their separate market campaigns.
MACNAUGHTON CANADIAN WHISKEY

Taking a page from the "those who think young" fad, MacNaughton attempted to create interest in their advertisements by use of young Negro couples in romantic and fun situations. These advertisements contained no prominent display of the product. The firm always used Negro models for Negro media. The firm wanted the Negro to feel that they were vitally interested in him as an individual consumer. MacNaughton felt the American Negro was hypersensitive and often felt that some firms cared only about his sales dollar and not about his personal attainment of satisfaction. They did not want to gamble on the Negro developing this attitude toward their product, therefore they utilized the "soft sell" approach in advertising. Although integrated advertisements had been discussed, the firm felt it was too early to make any decision concerning possible usage.

OLD HICKORY

Old Hickory, in their advertisements, attempted to show people enjoying the best life had to offer. The firm's philosophy was based on the assumption that most human beings have a basis desire to improve their position in life. Old Hickory called their advertising appeal, "snob appeal." Advertisements featured attractive models and made use of words such as "fine" and "those who recognize the best"
for emotional stimuli. The Negro models used for advertisements appearing in Negro media were very attractive and refined in appearance. Negro models were used to allow the Negro to place himself in the situation pictured. The firm felt white models would not have been as effective in this area. Old Hickory had experienced a fair measure of success in the Negro market. Because of their success, they did not plan to alter their promotional policies for the respective markets.

**ROMA WINE**

Roma had used Negro models in Negro media since 1963. Their decision to use them came as a result of the growing pattern in the general consumer goods industry to recognize the Negro as an individual consumer. The cost of these advertisements had been held to a minimum by use of interchangeable inserts of white and Negro models, depending on the publication utilized. No plans for integrated magazine advertisements had been made, but integrated situations were used in Roma's television commercials. The company felt it was too early to determine the reaction to these integrated television commercials. Until the reaction was known, no integrated magazine advertisements would be considered.
SMIRNOFF

For their advertisements in Negro and general media, Smirnoff used noted entertainers, professional men, and business leaders as models. Outstanding Negroes from these fields were used for advertisements appearing in Negro media. The Negro market was considered a segment of the total market by Smirnoff. Negro media had been incorporated into the media combination to increase coverage of the entire market. When advertisements were first scheduled in Negro media, white rather than Negro models were used. It was not until the company's share of the Negro market began to show a sales increase and contribute to total company profit that use of Negro models was initiated. Smirnoff felt the additional cost of producing the special advertisements was warranted by the increased sales in the Negro market. The firm's one use of integrated advertising had not been successful. The integrated advertisement, scheduled in Ebony, had featured a photograph taken at a cocktail party in the Chicago home of a noted Negro doctor. All of the guests, with the exception of a Caucasian woman, were Negroes. The woman, blond and dressed in white, appeared to be superimposed in the picture. This was not the case. She was a guest at the cocktail party, and was married to one of the Negroes present. Reaction to this advertisement was very adverse. Negro and white consumers objected
to what they felt was a contrived situation. Although not an uncommon situation in Chicago, where there were many racially mixed couples, it did appear as an unnatural situation to viewers in the majority of the United States. Since this advertisement, which appeared in late 1963, the firm had not used integrated situations in advertising. More research was needed, Smirnoff felt, to design and produce polished and refined integrated advertisements. Smirnoff planned to use some integrated situations in their 1965 promotional campaigns.

"WHITE LABEL" DELWAR SCOTCH

"White Label" used half page advertisements in Ebony to stay in the competition for the Negro scotch market. The firm used Negro models for these advertisements because they felt this usage was more effective in influencing the final purchase decision. Reprints of the advertisements and promotional literature were distributed to Negro liquor outlets by the firm's Negro sales representatives. The firm considered the Negro market as individual and separate from the general market. Because only one or two models were used to illustrate each advertisement, integrated situations were not considered appropriate.

CANADA DRY BOURBON

In their advertisements, Canada Dry attempted to convey the image of a high quality product. Advertising copy and headlines
stressed various uses of costly processes to increase the quality of the product and add to the enjoyment of the product by the consumer. The firm had used Ebony for over five years, but did not use Negro models. Canada Dry did not use Negro models because they felt the goal of the individual advertisements would not be furthered by their usage of Negro models. The aim or goal of the advertisement was to sell the product by acquainting the public with the benefits achieved through selection of the product. This was achieved mainly through the use of headlines and copy, the models shown were of secondary importance. Canada Dry felt that the additional cost that would be involved in producing special layouts for Negro media would not be justified. Canada Dry's philosophy was based on the belief that Negro and white consumers were influenced to purchase the product by its quality, not by who was pictured in the firm's advertisements. There was to be no change in the promotional policy of Canada Dry. Integrated advertisements had not been considered.

**CANADIAN CLUB**

One of the more expensive liquor brands, Canadian Club was known for the artistic use of photography in their advertisements. Each advertisement was a major achievement in unusual photographic effects. This illustrative technique was used by the firm to attract the attention of the reader. After the attention of the reader had been caught, the copy and headline were expected to sell the product. Each advertisement was
planned toward the goal of attracting the attention of the reader and delivering the sales message. Canadian Club believed their method of illustration appealed to all segments of the market, including the Negro. Part of their philosophy was the belief that a quality product sold on its own merit, not on the basis of the race of the models used in advertisements. *Ebony* was used as part of a media combination designed to maintain maximum market coverage. The firm did not plan to use Negro models or integrated situations in their future promotional campaigns. The established program of promotion was satisfactory to the firm.

**FLEISCHMANN**

For the past six years, Fleishmann had used an advertising campaign built around the traffic stopping qualities of their bourbon. These advertisements, famous in the liquor industry, used white models for illustration in all media. Though Fleishmann considered the Negro market's contribution to total sales to be minor, they continued to use *Ebony* to round out their media combination. Because of the Negro market's small contribution to total sales, the cost of producing one or more special advertisements for *Ebony* was not felt to be warranted. Fleishmann made it very clear they were not going to use Negro models or integrated situations in future advertisements.
Haig and Haig's company policy was to use advertisements to sell to the market as a whole. The theme of their advertisements stressed the well known quality of the product. When models were used, they were secondary to the product itself. The same advertisements were used for all media. Haig and Haig maintained the color of the consumer's skin did not alter his desire for quality, and the color of a model's skin would not influence sales. In marketing several of their liquor products, Haig and Haig had no plans for use of Negro models or integrated advertisements. These changes, they felt, were not justified by market experience or trends.

OLD TAYLOR

Included in Old Taylor's philosophy, was the belief that the Negro wanted to be considered as an American consumer, not a Negro consumer. To carry out their policy of treating all of their potential consumers equally, regardless of race, color, or creed, Old Taylor used the same advertisements in all media. The firm sought to picture individuals who were representative of the total market. Since the majority of the market was composed of Caucasians, the models used were characteristic of this majority. Old Taylor had no future plans involving the adoption of Negro models in Negro media.
The firm was considering the eventual adoption of integrated situations in all media within the next three years. This decision was based on their belief that, by 1967, integrated advertisements would be very representative of their potential market.

**SCHENLEY**

Schenley had built a reputation for quality products at quality prices. Their advertisements utilized rich backgrounds to supplement the quality image present in all promotional activities. Due to the firm's belief that special advertisements in Negro media might alter the quality image, identical advertisements were used in all media. Schenley had no future plans involving the adoption of Negro models in Negro media. Integrated advertisements had been given a good deal of consideration, due in part to the change in the social status of the Negro. The firm planned to adopt limited usage of integrated advertisements within the next two to four years.
APPENDIX C

HOME FURNISHINGS AND APPLIANCE MARKETERS

Detailed summaries for the home furnishings and appliance marketers and their brands are contained in the appendix.
In the promotion of their television sets, Philico had used Negro media for less than three years. Adoption of Negro media, as part of the total media combination, came as a result of the firm's recognition of the growing purchasing power that was represented by the Negro market. For competitive reasons, the firm could not release sales figures for the percentage of total sales contributed by the Negro market. Philico stated sales had increased during the past four years. In planning, Philico considered the Negro market to be an individual segment included within the general market. Negro models were employed for the majority of advertisements that appeared in Ebony. The additional cost involved in adapting advertising situations to the characteristics of the Negro market were considered justified by sales volume. The firm had discussed the possibility of using some integrated situations in all media, but no decision had been reached. Philico's policy was that each advertisement and campaign had to be developed around a basic idea and then implemented.

R. C. A. Victor

R. C. A. Victor, a division of The Radio Corporation of America, had used Ebony magazine for over ten years. Local Negro
newspapers were also used to reach the potential of the Negro market. In the past, the firm had built up a following for their phonographs and radios through promotional activities in Negro newspapers and on Negro radio. To capitalize on this established reputation, they began usage of Ebony to promote their expanding television line. From the beginning, advertisements for Ebony were specially prepared using Negro models. In media directed toward racial groups, the firm felt it was only logical to use members of the racial group to promote the product. Reprints of Ebony advertisements were not used for point of purchase displays, but were used by some local dealers for billboard displays in Negro population centers. Although R. C. A. Victor employed no Negro sales representatives, their local dealers did.

Future plans called for the adoption of limited use of some integrated situations in general magazines and Ebony. These situations would be planned around Negro and white consumers examining the new 1965 R. C. A. Victor television sets. The firm expected little or no unfavorable reaction to the use of the two races together.

SYLVANIA

No reply was received from this firm to the questionnaire or follow-up letter. It was learned, from an examination of Sylvania's
use of Negro media, that Ebony had been used for a little over two years. Sylvania, it appeared, had always used Negro models in Negro media while following the same general campaign theme employed in general media. A local Sylvania dealer revealed that dealers were given advertising allowances for use in local media. The dealer remembered seeing, in a couple of issues of the company magazine, pictures of a New York dealer and the billboard advertisements used in Harlem.

Sylvania's future plans were not known. It was impossible to predict their reaction to the adoption of integrated situations by two of their competitors.

**ZENITH**

A major marketer of television sets, Zenith had placed advertisements in Ebony for a little over five years. During this time, identical advertisements were used in both general and Negro media. Negro media was used to maintain closer relations with the Negro segment of the market. The cost of producing special advertisements for Ebony did not seem justified, in the firm's opinion, due to the unknown contribution of the Negro market to total sales. Zenith felt advertisements should be representative of the majority of individuals making up the market. Zenith viewed the majority of their market as
being composed of white consumers.

Zenith's future plans included no change in advertising procedure. Integrated advertising had been rejected on the basis that it was not truly reflective of the nature of the market.

**MAYTAG**

Though Maytag had used Ebony for over eight years, it was not until 1963 that Negro models were employed. Maytag felt Negro market sales justified the additional expenditure for Negro models. Reactions reported by dealers in heavily Negro areas of population had been good. Their dealers indicated that many of the consumers had mentioned seeing the advertisements in Ebony.

Future company plans did not include adoption of any integrated advertisements for general or Negro media. Maytag felt the nature of the product did not make integrated situations possible. Family groups were normally used in Maytag washer advertisements. If situations should develop making it appropriate to utilize integrated advertisements, Maytag said they might revise their position.
The only major marketer of refrigerators using Negro media, Frigidaire began usage of Ebony in 1958. It was not till 1961, that Negro models were employed for use in Ebony advertising. Frigidaire considered the Negro market a segment of the general market and used one campaign theme. Although only a few Negro sales representatives were employed by Frigidaire, many were employed by local dealers. Local dealers were interviewed by the parent firm, in 1961, to determine their opinion of the possible usage of Negro models in Negro media. Based on the replies, Frigidaire felt the increased cost involved was justified by the potential present. With the increased purchasing power of the Negro and the number of new Negro households being formed each year, the Negro had to be recognized as an individual consumer who merited more than casual attention. This was the viewpoint adopted by Frigidaire.

Future plans included the use of integrated situations in television and magazine advertisements. Frigidaire expected to use appliance stores as backgrounds for, what they hoped to be, natural integrated situations. A minimum of adverse reactions was expected by the firm.
Sealy's Posterrepedic Mattress, one of the most costly mattresses on the market, was promoted on the basis of quality and the importance of sleep to good health. Since its first usage of Ebony in 1959, the firm had employed Negro models for their Negro media advertisements. Because the average situation pictured a couple sleeping side by side, Sealy maintained it was necessary to use Negro models to secure product acceptance. For advertisements in general media, Sealy employed white models. All media was used to increase market coverage for the firm. In Negro areas of trade, Negro sales representatives represented the firm.

Due to the personal nature of the product and its uses, Sealy did not plan to use integrated situations in future advertising. Sealy was convinced their method of illustration excluded the use of both races of individuals together. Should their promotional format change, the firm might consider use of integrated situations if they were appropriate.
APPENDIX D

MARKETERS OF TRANSPORTATION SERVICES

Detailed summaries for marketers of transportation services are contained in this appendix.
GREYHOUND

One of the two major national bus companies in the United States, Greyhound had used Ebony magazine for four years. For the last six years, the firm had used Negro radio and local newspapers for local and regional market appeals. Greyhound considered the Negro market to be both an individual market and part of the general market. Twenty percent of total company sales were contributed by the Negro market. Since 1960, the first year Ebony was used, Greyhound had used Negro models for their Negro media advertisements. To fully reap the benefits possible through the usage of Negro media, Greyhound felt it was necessary to invest in the production of specialized advertisements. Since one out of every five customers was a Negro, Greyhound considered it only proper that hiring practices reflect this market condition. Negro sales representatives were employed by the firm in the majority of their terminals.

During 1964, Greyhound used integrated advertisements in both television and general magazine advertisements. In these advertisements, bus passengers in terminals and on buses were pictured in integrated situations. The firm had received little reaction to these advertisements. This lack of response, Greyhound felt, was the result of the Negroes being shown in natural situations. Since the
situations were natural and not forced, they were accepted as being normal by most readers. Greyhound planned to continue usage of integrated situations in all media. The other major bus company, Continental Trailways, used limited national advertising and did not use Negro media. The majority of their promotion was on a local level.

**AMERICAN AIRLINES**

One of the big three domestic air carriers, American Airlines was the first national carrier to employ a Negro stewardess. Since 1962, the firm had used Ebony and Negro newspapers to reach the Negro market, which they considered an individual market. For advertisements in Negro media, American adapted the basic theme used in general media by the addition of Negro models. Reprints of these advertisements were used for billboard display in Negro centers of population. In addition to the Negro stewardess hired in 1963, American also employed Negro sales representatives in their ticket offices. During 1963 and 1964, American used integrated situations in their general media advertising. Advertisements featured Negro and white passengers embarking and disembarking. Public reaction to the advertisements was favorable and the advertisements were, according to American, used by some writers as examples of some
effective integrated advertising. The firm's most recent campaign featured a theme illustrated by individual professional people and was felt not applicable to integrated situations. American's future plans included the use of integrated situations whenever appropriate for the campaign theme.

UNITED AIR LINES

United Air Lines had used Ebony and Negro newspapers for stewardess recruitment, but not for advertising their transportation service. To quote, in part, from a letter received from Mr. W. D. Ferguson, assistant to the Vice President of Marketing and Services:

United Air Lines has used Ebony magazine for the recruitment of stewardess, but not in the product advertising sense. It has never been United's policy to cultivate racial or religious groups. We have long felt that with our market as large as it is—encompassing people of all races and faiths—that general solicitation of both business and pleasure travel represented our best possible course of action.

The firm had one Negro stewardess in service, and employed many Negro sales representatives in their ticket offices. Promotional and public relation activities were limited, for the most part, to local media and two or three general circulation magazines. Since 1960, some United advertisements were featuring Negro and white models in integrated group scenes. This tied in with the firm's philosophy of viewing their market as one large group composed of many types
of people. United planned to continue usage of campaigns which appealed to the market as a whole.

**TRANS WORLD AIR LINES**

T. W. A. had been scheduling advertisements in *Ebony* since early 1964. Before this time, no Negro media was used by the firm. Negro media was adopted after the firm’s decision to view the Negro market as an individual market was made. Two factors influenced this decision. First, T. W. A. became aware of the advancing economic and social position of the Negro. Secondly, the promotional efforts in the Negro market employed by their major competitor, American Airlines, appeared to be generating returns. *Ebony* was chosen as the media to be used in broadening exposure in the new market. After research into the psycholocial nature of the Negro, integrated advertisements were selected for use in both Negro and general media. From a cost aspect, integrated advertisements would mean reduced costs in the production of advertisements. Also, both United and American had used integrated advertisements in the general market. In the eight months the firm had used integrated advertisements, few letters had been received commenting on the new technique. Future T. W. A. plans called for continue usage of integrated situations in all media.
APPENDIX E

BEER MARKETERS AND BRANDS

Detailed summaries for beer marketers and their brands are contained in this appendix.
BUDWISER

Budwiser had used Ebony for a little over five years.

During the five year period, Negro models had been used for all advertisements scheduled in the Negro magazine. For advertisements where the product itself was featured, with only a hand or faint image shown, white models were used. When the product was the focal point of the advertisement, the firm felt the race of the model used was not important. Although there was a cost savings in using one advertisement for both media, Budwiser only utilized this method of scheduling when it was appropriate for both media. On Negro radio, Budwiser sponsored sports programs in local and regional areas.

Television usage was limited to network shows. The Tonight Show was used by the firm in 1963 and 1964 for national television promotion. For network commercials, when taverns or cocktail lounges were used for background, Negro and white models were shown together in social situations. The firm's policy toward use of integrated situations was to use them when the situation pictured was natural and typical of American society. The firm felt it was natural to find Negroes and whites in taverns and cocktail lounges together. In magazine layouts, the firm had not adopted integrated situations. Most of the magazine advertisements featured one or two couples in close personal themes.

Budwiser felt the lack of acceptance of interracial dating by society
made the use of mixed couples unwise.

Budwiser planned to continue their program of using integrated television commercials and "segregated" advertisements in magazines. Reprints of Negro advertisements would continue to be used for point of purchase and billboard displays in areas of Negro trade. Budwiser also planned to hire more Negro representatives for their major market areas. If, in the future, the theme used in magazine advertisements should be changed, the firm would then consider use of integrated situations.

**FALSTAFF**

Falstaff, active in the Negro market for many years, had used Ebony and Negro radio for over ten years. From the very beginning, Falstaff had used Negro models for their advertisements in Ebony. Use of four color advertisements, with one or two models, had become a standard format for the firm's promotions. Reprints of advertisements featuring Negro models were used for point of purchase and billboard displays in Negro shopping areas. The firm had employed Negro sales representatives for many years. White models were used in their television commercials. Falstaff was one of the few national beer firms not using integrated situations in one of their media.
Why, when other members of the beer industry had adopted integrated advertisements, did Falstaff have no future plans for use of integrated situations? First, the firm felt, due to the competitive nature of the beer market, it might jeopardize its market position by experimenting with integrated advertisements. Secondly, Falstaff felt, due to its established name and reputation, promotional expenditures in general and Negro media were enough to maintain and increase market share. This was Falstaff’s policy concerning use of integrated advertisements.

**MILLER HIGH LIFE**

Once a regional beer, Miller High Life had expanded to national distribution in the late 1950’s. The firm viewed the Negro market as an individual market. For the past twelve years, Ebony and Negro radio had been used for penetration of the Negro market. Reprints of Ebony advertisements, featuring Negro models, were used for point of purchase and billboard displays in Negro shopping areas. Miller High Life’s use of television was limited to a very few spot commercials.

In 1966, Miller High Life plans to introduce some form of integrated advertising in their magazine advertisements. This step would not be taken until they had studied the experiences
of their competitors in the use of integrated advertisements.

**SCHILITZ**

Schiltz, one of the oldest national beer firms, viewed the Negro market as an important segment of the general market. Since 1956, advertisements featuring Negro models had been scheduled in *Ebony*. These advertisements were used for point of purchase and billboard displays. Spot commercials on network television had been employed by Schiltz for the introduction of integrated situations. Utilizing taverns and cocktail lounges as backgrounds, the firm had used Negro and white models to create an integrated situation. The majority of the letters received, pertaining to the integrated commercials, complimented the firm on the good taste employed in the production of the commercials. In 1965, Schiltz plans to introduce integrated situations into their magazine advertisements. Schiltz's efforts could establish a pattern for others in the beer industry to follow. In the past, the firm had often been a weather vane for the adoption of promotional techniques.
HAMM'S

A family held corporation, Hamm's was not willing to answer the questionnaire. Several facts, concerning Hamm's approach to the Negro market, were gathered from a study of Ebony advertisements and network television commercials. Hamm's had used Ebony since 1961. Advertisements scheduled in Ebony were identical, except for the race of the models shown, to those used in general circulation magazines. A. S. "Doc" Young's Refreshing World of Sports, a monthly column in Ebony, was also sponsored by Hamm's. No integrated advertisements had appeared in Negro or general magazines. Television commercials normally featured the Hamm's cartoon bear. In the 1964 series of commercials, which were scheduled on network television, there were two commercials which featured integrated situations. In one, the commercial began with the cartoon bear and then cut to a bar where a bartender and Negro and white customers were viewing the commercial. In the second commercial, the bear was superimposed in a group of Negro and white baseball fans.

Because the firm was not willing to discuss their plans, it was difficult to predict what their future actions would be. Based on past activities, it would appear that integrated situations would be used only in television commercials.
An Eastern beer for many years, Rhinegold began national distribution in the late 1950s. For six years the firm had used Ebony and Negro radio to reach the Negro market. Due to the centralization of their previous marketing efforts in large Eastern cities, the majority of which had large Negro populations, the Negro market had figured heavily in marketing plans. During 1964, integrated advertisements were scheduled in general and Negro magazines. For summer promotion, several advertisements were photographed in the Bermuda area. These advertisements pictured Negro and white couples sitting on the beach and swimming in the sea. Rhinegold felt these situations were natural in content and not forced. In public promotions for the Miss Rhinegold contest, both Negro and white contestants had been pictured. The majority of the letters received, concerning the use of integrated situations, were favorable. The majority of Rhinegold's promotional expenditures were for print media. In the limited television spots used, Rhinegold had used one integrated commercial. The firm was planning to increase the usage of integrated situations in television commercials. Use of integrated situations in magazines and newspapers was to continue. Rhinegold realized there would be some consumers who would not buy their product because of the use of integrated advertisements. These individuals, they felt, would be in the minority.
APPENDIX F

CIGARETTE MARKETERS AND BRANDS

Detailed summaries for cigarette marketers and their brands are contained in this appendix.
THE AMERICAN TOBACCO COMPANY

The American Tobacco Company, often ranked as the number one cigarette marketer, marketed seven cigarette brands. The firm considered each brand as a separate product with special market problems. In reply to the questionnaires sent to each of the brand managers, a letter was received from an officer of the parent firm. The letter read in part as follows:

For competitive reasons, this Company has a strict policy that precludes us from supplying any data with respect to our marketing and advertising strategy, media techniques and market research operations. Thus, we must decline the kind offer to fill in the questionnaire which you forwarded to us.

Our Company actively supports the "Plans For Progress;" we employ Negro marketing specialists and public relations counsel; and -- as you commented -- we employ Negro models in advertising and have advertised in media which reaches primarily a Negro market.

After receipt of the letter, examination of the media techniques used by the individual brand divisions was undertaken.

HALF & HALF

The newest American Tobacco cigarette to be placed on the market, Half & Half was manufactured using the firm's long established pipe tobacco of the same name. Half & Half was promoted in general circulation magazines and in several specialized men's publications. No
advertisements for the brand had appeared in Negro publications. A study of the past marketing techniques of American Tobacco products indicated a strategy of introducing new brands to the mass market first, then segmenting the campaign to include individual specialized market segments. Half & Half had been featured in network spot commercials on all three major television networks during prime viewing hours. All commercials appeared to have featured white models.

No integrated situations had appeared in Half & Half promotion. In future months, as the market position of the brand becomes more stable, Half & Half may follow the pattern set by other American Tobacco brands and utilize Negro media. Due to the lack of response, future plans were not known.

LUCKY STRIKE

The oldest brand marketed by American Tobacco, Lucky Strike became a household word during the 1940's. During this period, promotional activity was extensive and Lucky Strike was one of the first cigarette brands to be advertised in Ebony. While they were one of the first Ebony advertisers, they used the same advertisements, featuring white models, for Negro and general circulation publications. No Negro models were used until the early 1950's, then light skinned
Negro models were employed for use in Negro media advertisements. In the late 1950s, Lucky Strike, through use of their advertising campaigns, appeared to concentrate promotional efforts on keeping the name of the cigarette before the public. At this time, additional general circulation magazines were added to the media combination and *Ebony* was dropped. Lucky Strike, in cooperation with other American Tobacco brands, sponsored two network television shows and used all three major networks for spot commercials. In all of the television commercials, white models were used. No integrated situations had been employed. Future plans for Lucky Strike were not known.

CARLTON

Carlton cigarettes, introduced on the market the day the government report on smoking and cancer was made public, was American Tobacco's other new brand. Carlton was promoted in the general market through use of general circulation publications and television spot commercials. All advertisements stressed various health benefits of the cigarette. In the initial promotion, no models had been employed for magazine advertisements or television spot commercials. As in the case of Half & Half, after a market position has been established, Negro media maybe utilized for Carlton.
PALL MALL

Pall Mall, one of the two prestige brands marketed by American Tobacco, was promoted in general circulation and specialized publications. The copy for magazine advertisements and television commercials stressed that "particular people" smoked Pall Mall. Situations and models were used to implement this product image. During 1964, four Pall Mall advertisements had been scheduled in Ebony. Illustrations of the package and reprints of the slogan were used for these advertisements, no models were used. Pall Mall advertisements had never featured Negro models. The same advertisements were used for all media, regardless of individual characteristics of the media. Considering past promotional programs, the use of Ebony might be viewed as an experiment. Future use of Ebony, Negro models, or integrated situations cannot be predicted, due to lack of response by the firm.

HERBERT TAREYTON

The other prestige brand of American Tobacco, Herbert Tareyton, had long been marketed as a club cigarette. Advertisements, which stressed quality and distinction, were scheduled in selected and specialized publications. Herbert Tareyton had never been promoted in Negro media. In a study of their past advertisements and themes,
it was ascertained that one possible reason for non-use of Negro media and models could have been a desire to maintain a "class" or "snob" image. Herbert Tareyton, in 1964, continued to be promoted in advertisements featuring a quality and distinction theme. Adoption of Negro media, models, or integrated situations was not predictable for this brand.

TAREYTON

Tareyton was an offspring of Herbert Tareyton. When the market share of Herbert Tareyton began slipping, American Tobacco sought a method by which market appeal could be increased. The result was a new cigarette, marketed under the name Tareyton, differentiated from the older brand by the absence of a cork tip. To broaden market appeal, a campaign was launched with the slogan "Us Tareyton Smokers Would Rather Fight Than Switch." These advertisements were illustrated with many types of Americans sporting black eyes. The Tareyton campaign had appeared on television, radio, and in national magazines. Ebony had been part of the media combination for over eighteen months. Though Negro models had been used in Negro media, television commercials featured white models only. The pattern of Tareyton advertisements, featuring one individual,
appeared to offer little opportunity for use of integrated situations. The use of Negro models for advertisements in general circulation magazines was not predictable.

MONTCLAIR

Montclair, American Tobacco's menthol cigarette, had been promoted in the Negro market for over a year. Of the twelve advertisements scheduled in Ebony each year, only six were prepared featuring Negro models. The other six advertisements featured the product package and were used in general as well as Negro media. Television usage had been limited to network spot commercials. Neither integrated situations nor Negro models had been used for television commercials. Future promotional plans for Montclair were not known.

SUMMARY -- THE AMERICAN TOBACCO COMPANY

The cigarettes marketed by American Tobacco could be classified as established brands, accepted brands, and new brands.

The established brands, on the market ten years or longer, were Lucky Strike, Pall Mall, and Herbert Tareyton. Why were these brands not actively promoted in the Negro market? There
were several possible reasons for this non-usage, three of which follow. First, large promotional expenditures had been made in the past on behalf of all three brands. Because of these former expenditures, the parent firm may have felt that the three brands were fairly well established in the market. This appeared to have lead American Tobacco to concentrate expenditures in general media for the purpose of keeping the brand names before the public. Secondly, with the exception of Pall Mall, the advertising techniques employed for the brands had not changed since 1959. The usage of Ebony for Pall Mall promotions could be viewed as an experiment. These efforts could, in some future period, develop into a drive for increased Negro market share. Finally, with new brands being introduced periodically, American Tobacco had to allocate available promotional funds among all brands. For their initial entrance into the market, new brands normally required greater promotional expenditures.

Accepted brands, including Montclair and Tareyton, might be defined as those who, having skimmed the market, were now being promoted to achieve greater penetration of the market. Why were these brands promoted in the Negro market? The apparent trend in smoking toward filter and menthol cigarettes had made the competition in this segment of the cigarette market keen. To increase
total sales, it was vital to explore every possible source for increase market share. In the attempt to gain maximum market penetration, marketers came to recognize the Negro market. Apparently, to maximize efforts in the Negro market; American Tobacco designed advertisements, appearing in Negro media, to attract this segment.

New brands might be defined as those in the initial phase of market introduction. Half & Half and Carlton were still in the first phase of new marketing programs. General publications were used to skim the potential market for both. Because the Negro market was considered part of the general market, no Negro media was used. In later phases, when more depth penetration is sought, Negro media maybe utilized to tap the potential in the Negro market.

Utilization of Negro media and models, for penetration of the general and Negro market, appeared to depend on the relative position of each brand in the long term marketing program. Due to the apparent position of the parent firm, adoption of integrated situations by any of the brands appeared doubtful.

LIGGETT & MYERS TOBACCO COMPANY

Liggett & Myers marketed five brands of cigarettes which incorporated regular, king size, filter, and menthol characteristics. No replies were received to the questionnaires sent to the five brand
managers. Use of the inferential method resulted in the following observations concerning the promotional activities of each of the brands.

CHESTERFIELD

Chesterfield was the oldest brand marketed by the firm. During the 1940's, the brand became well known through special promotional campaigns. During the early 1950's, Ebony was used as a media for increased depth penetration of the Negro market. As in the case of American Tobacco's Lucky Strike, the late 1950's found Liggett & Myers concentrating promotional efforts for the brand in general circulation media. Ebony was dropped from the media combination used for Chesterfield. Since the 1950's, all promotion for Chesterfield has been limited to general circulation magazines and network television commercials. In both media, white models were used for illustrative purposes. The use of Negro models was dropped with Ebony.

Negro radio was utilized for Chesterfield promotions. Liggett & Myers, on behalf of Chesterfield and L & M cigarettes, began sponsoring a leading Negro radio personality in eighteen markets in 1962. To supplement the radio effort, the company hired one or two Negro sales representatives for each of these markets. As a result
of the combined activities, the total company share of the Negro market went from two percent to fourteen percent between April and December of 1962. The number of markets included in the radio promotion was expanded to twenty-four in 1963 and to twenty-seven in 1964.¹

L & M

Negro radio, television, and magazines had been used for the promotion of L & M filter cigarettes in the Negro market. Negro personalities were used for promotion in all media. Reprints of the magazine advertisements were used for point of purchase displays in Negro shopping areas. The two Negro television stations in the United States, located in Atlanta, Georgia and Washington, D. C., were used to supplement radio and magazine promotion. In general circulation magazines and on network television, all of the advertisements and commercials featured white models. No L & M advertisements had featured integrated situations. As in the case of Chesterfield advertisements, the use of one individual for illustration did not lend itself to integrated advertisements.

The three newest brands marketed by Liggett & Myers were Lark, Oasis, and Duke. Each cigarette brand incorporated a competitive feature appealing to individual taste segments of the general cigarette market. An extensive promotional campaign, detailing the benefits of the brand, was used to introduce each of the brands to the public. Though each brand was marketed individually, the three campaigns were identical in techniques and media employed. Each campaign included the use of television commercials and general circulation magazines to skim the potential market. Market promotions had been planned for the general market with no attempt made to attract individual segments of the market. No Negro models or integrated situations had been used in Lark, Oasis, or Duke advertisements.

SUMMARY — LIGGETT & MYERS TOBACCO COMPANY

Liggett & Myers' marketing program appeared to be similar to the program employed by American Tobacco.

Promotions for Chesterfield, the established brand, once utilized Negro models and Negro media in the early stages of their depth penetration of the total market. When the name and
reputation of Chesterfield had been established, a leveling out of promotional activities resulted and expenditures were concentrated in general circulation magazines and network television. The firm appeared to feel that past expenditures had been sufficient so that only general media was needed to maintain sales volume.

Promotions for L & M, the accepted brand, had been used to gain greater depth penetration of the individual segments of the market. The expenditure in time, money, and effort was expected to be justified by a greater share of the filter cigarette market and the establishment of a basic loyalty group. The Negro market had apparently proved sufficiently important to justify heavy expenditures for Negro media and the use of Negro personalities.

Oasis, Lark, and Duke were new brands being promoted in the general market. Until the initial phase of securing recognition for the brands was completed, expenditures appeared to be concentrated in general media. If the three brands are to be promoted in the same manner as Chesterfield and L & M were, future promotional efforts will include use of Negro media and models for increased penetration of the Negro market.
The product line of P. Lorillard included: Old Gold, an established brand; Kent, an accepted brand; and Newport, York, and Spring, new brands. Completed questionnaires were returned by all five brand managers.

OLD GOLD

Negro media had never been used for promotions on behalf of Old Gold. The firm felt the use of general media was sufficient to reach the majority of the total market. The cost of preparing and scheduling special advertisements in Negro media did not seem justified by the possible increase in market coverage. The format of their magazine and television advertisements, normally featuring a couple, did not provide natural settings for the use of integrated situations. The firm felt the use of integrated situations would have been unnatural and forced, acceptable to neither white nor Negro viewers.

Two of P. Lorillard's competitors were experimenting with integrated television commercials. Old Gold promotions, planned for the future, included no use of integrated situations. The firm had delayed a decision on use of integrated situations until results
of the experiments conducted by rival firms could be evaluated. The one area in which greater distribution for Old Gold had been attempted, was the use of Negro sales representatives in major market areas.

KENT

Advertisements, featuring Negro models, for Kent were scheduled in Ebony each month. Ebony had been used as a media for over six years. The first three years, these advertisements featured very light skinned Negro models. In 1961, darker skinned Negroes were used for the advertisements. Due to the potential of the Negro market, the expenditure for special advertisements and media was considered a good investment by the firm. To help impress upon the Negro consumer that he was important to the firm as a customer, reprints of Ebony advertisements were used for point of purchase displays in Negro shopping areas. Negro sales representatives were employed as an additional link between the firm and the Negro. The marketers of Kent felt, due to the format of the advertisements, the use of integrated situations was not possible. Use of Negro models in general circulation media had not been considered.

The sponsorship of major network programs, which often featured Negro entertainers, was part of the Kent marketing program.
White models had been used in all television commercials. The fear of offending some existing segment of the market was the reason no integrated situations had been used for television commercials. Kent's advertising manager felt the experiments in integrated situations being conducted by other cigarette firms could change the firm's position.

YORK

York cigarettes, less than one year old, was promoted in general circulation magazines and on network television. The first year promotion had been planned to acquaint the public with the name and qualities of York. To attract more attention, while making the package itself more familiar, full page color advertisements featuring the red and white York package against a red background were used in general magazines and *Ebony*. *Ebony* was used as part of a media combination designed to skim the total market. Increased use of Negro media was being considered. The firm planned to continue use of television promotions incorporating limited usage of white models. No plans for use of integrated situations were in future plans. When models were added to magazine advertisements, Negro models would be used in *Ebony*. In television, the firm felt the model was not the important selling point, but that the product and package were. Use of
white or Negro models would have little or no effect on the sales of
the product. Negro sales representatives were used to distribute
York, along with other P. Lorillard brands, in Negro areas of trade.

NEWPORT

Newport, on the market for over four years, was still
promoted solely in general media. The advertising strategy was to
keep the product name constantly before the public. The firm had
utilized general circulation magazines, television, point of purchase
displays, and billboard advertising to promote Newport. Promotion
had never included the use of Negro media or Negro models. This
non-usage was the result, according to the firm, of an advertising
budget allotment which had to be divided among the four media used.
Due to the necessity of watching costs, the additional cost of produc-
ing special advertisements for Negro media or the utilization of Negro
media was not considered warranted. The existing media combination
provided the exposure desired for the brand. The adoption of Negro
media or Negro models was not included in future promotional plans
for Newport. The experiments in usage of integrated situations, con-
ducted by other cigarette marketers, could influence Newport promotion.
SPRING

Spring cigarettes were marketed in much the same manner as Newport. The main difference was the promotion of Spring as a menthol, rather than filter, cigarette. Billboards, television, general circulation magazines, and point of purchase displays had been employed to promote Spring. No Negro models or media were used. The marketers of Spring faced the problem of dividing available funds among the four media employed. The firm planned to adopt limited usage of integrated situations in Spring television commercials in mid 1965. Television had been chosen the media for introduction because of its sound and motion qualities. No plans for integrating magazine advertisements had been made.

SUMMARY -- P. LORILLARD COMPANY

Of the five brands marketed by P. Lorillard, only two were promoted in Negro media. The promotional pattern used for the brands suggested the use of Negro media by those brands whose competitive positions necessitated extensive development of all possible market segments. Kent and York were both members of the highly competitive filter market. To develop every possible
market source, Negro media was included in the media combinations designed for Kent and York. With limited funds available for promotion, promotions for Spring and Newport were confined to general media. Rather than adopt Negro media for the two brands, the firm's future promotional plans for the two included use of integrated situations in television commercials. Promotions for Old Gold would continue to depend on the brand name and reputation to maintain market position. The policy of the parent firm indicated a "status quo" position for four of the five brands. Integrated advertising had been considered for both Newport and Spring, but definite plans for its adoption had been made only for Spring.

**BROWN & WILLIAMSON TOBACCO COMPANY**

Brown & Williamson marketed five cigarette brands: Life, Kool, Raleigh, Belair, and Viceroy. Completed questionnaires were received from all five brand managers.

**VICEROY**

Viceroy was the only Brown & Williamson brand which had been promoted in the Negro market. Negro radio, newspapers, and *Ebony* had been used for nearly eight years. The additional cost
for Negro media advertisements was considered an investment for increased Negro market share and good will. No reprints of these advertisements were used for point of purchase or billboard advertising. The Negro market was considered a part of the general market with special attention given to its needs. The majority of advertising for Viceroy was done on television. It was in this media that the firm had been using integrated situations. To quote, in part, Mr. W. M. Nagler, Advertising Manager for Viceroy:

Some 85% of our advertising is on television, and we have been (and plan to continue) producing and using integrated commercials. In addition we purchase shows and approve production of episodes dealing with integration problems and using Negro actors.

If the integrated television commercials are successful, the firm plans to use integrated Viceroy advertisements in both general and Negro magazines. This would be undertaken in late 1965.

LIFE, KOOL, RAELGH, BELAIR

Life, Kool, Raleigh, and Belair were marketed by the firm as speciality cigarettes. General circulation media was used for the promotion of all four. The sales of the four brands represented a small percentage of the total sales for the firm as a whole. Because of this, all four brand managers commented that the use of Negro
media and the additional cost involved was not justified.

All four brand managers indicated that their brands would take part in the parent firm's television commercials which featured integrated situations. If these integrated commercials were accepted by the public, each brand manager planned to adopt usage of integrated situations in their general magazine advertising. Negro magazines might also be added the managers stated. Usage of integrated situations in all advertisements would eliminate the cost of producing special advertisements for Negro magazines.

**PHILIP MORRIS, INCORPORATED**

Philip Morris marketed four major brands: Philip Morris, Marlboro, Alphine, and Paxton. The company was the first national cigarette producer to use Negro media and integrated situations. Replies to the questionnaires were received from the four individual brand managers.

**PHILIP MORRIS**

The original brand marketed by the firm, Philip Morris was the first national cigarette brand to adopt usage of Negro media and integrated situations. In the late 1930's and early 1940's, the
famous trade character, "Johnny the bellboy," was seen and heard in Negro newspapers and on Negro radio. Appearing in national magazines, during this time period, were advertisements with backgrounds photographed in hotel lobbies and railroad stations. In these advertisements, Negro and white Americans were shown together in group situations. The parent firm felt this was true integrated advertising, more by accident than through planning.

In 1946, Ebony was added to the media combination employed for Philip Morris. In the early 1950's, the format of advertisements for Philip Morris was changed. Following a tobacco industry pattern, situations picturing couples were adopted for use in all of the firm's advertisements. White models were used for advertisements scheduled in general circulation magazines and Negro models for Ebony advertisements. The firm did not consider this change a dropping of integrated. With the change in format, the segregation of the races according to media seemed natural. In the late 1950's, promotional activities for Philip Morris were concentrated in general media. Ebony was eliminated from the media combination.

In the early 1960's, a promotional campaign to reacquaint the public with the name and qualities of Philip Morris was undertaken. For this campaign, general circulation magazines and network television were utilized. In early 1965, Philip Morris advertisements
will be scheduled in Ebony. Advertisements for all media had, to date, featured only illustrations of the product package. In mid-1965, models will be used for all advertisements. Several integrated advertisements, to be used on an alternating basis with regular advertisements, had been prepared for Philip Morris promotion. The regular advertisements will feature Negro or white models, depending on the nature of the media.

Long run promotional plans for Philip Morris depended on the public reaction to the integrated advertisements. If public reaction was favorable and market share increased, the integrated situations would be used for all advertisements. This action would cut the cost of producing the advertisements and had good public relations appeal for the firm. Should market reaction be unfavorable, use of couple illustrations will be continued in all media. Philip Morris was optimistic that market reaction would be favorable to the integrated advertisements.

PAXTON

*Ebony* has been part of the Paxton promotion plan since the introduction of the brand. Marketers of Paxton considered the Negro market as an individual segment included in the total market. Eight percent of Paxton sales were represented by Negro market
sales. Advertisements for Paxton, which appeared in general and Negro magazines, were identical. The product package was the focal point with copy highlighting menthol flavor, filter tips, and humiflex plastic pack. The only human element in the advertisement was a hand holding the package. The promotion of package and cigarette characteristics was employed in television and on radio also. There were two reasons Paxton advertisements did not feature Negro models in Negro media. First, because only a hand was shown in the advertisements, the firm felt the race of the hand's owner was not vital. Secondly, the cost of producing special plates for Negro media was not feasible now.

Future promotional plans for Paxton were linked to those planned for Philip Morris. Early in 1965, promotion for Paxton would shift emphasis from the package to use of models in all advertisements. Negro models would be used for advertisements in Ebony. In mid 1965, in conjunction with the integrated campaign for Philip Morris, alternating integrated advertisements would be used for Paxton promotion. No immediate change in the format of Paxton television commercials was planned. If the integrated magazine advertisements were successful, consideration would be given to their use in television.
Marlboro advertisements had been scheduled in Ebony since 1953. Television usage had been limited to network spots. Though not used in Time or other general publications, Negroes were used for advertisements scheduled in Negro media until the late 1950s. In the late 1950s, the famous "Marlboro Man" promotion was initiated. At this time, the use of Negro models was discontinued and a standard advertisement, featuring white models, was adopted for use in all media. The "Marlboro Man" image had an appeal acceptable in all markets. No change in the promotional theme used for Marlboro has been made since the late 1950s.

Three reasons for the use of white models in Negro media could be cited. First, the "Marlboro Man," with his familiar characteristics, had become a recognized trade character. The parent firm felt use of a Negro model would appear unnatural and might alter the brand image. Secondly, the Negro market was considered a part of the general market and all advertising was directed toward this total general market. Finally, the additional cost of producing special advertisements for Negro media would be high. The marketers of Marlboro felt these reasons were sufficient to justify the continued use of general advertisements in Negro media.
The question of usage of integrated situations had been put to the marketers of Marlboro by their advertising agency, Leo G. Burnett and Company. The agency had a department of Negro specialists and suggested they be utilized to produce some integrated advertisements for Marlboro. Philip Morris felt the format of the Marlboro advertisements was not suitable to integrated situations. If the format should change, integrated situations would be utilized when appropriate.

ALPHINE

Alphine cigarettes had been advertised in Ebony since 1960. In the early stages of this promotion, Negro models were used for advertisements scheduled in Ebony. In 1962, a new policy of using white models in all media was adopted. The firm explained this change was due to their new corporate image. They failed to completely define what this corporate image was. Usage of Ebony was continued because twelve percent of total sales were contributed by Negro market sales. Mr. Herbert Wright, Manager of Public Relations Administration for Alphine, stated that the firm had not received letters concerning the use of white models in Negro media. Though use of Negro models for Negro media was not planned for future promotions, integrated advertisements were being considered.
With the assistance of Leo G. Burnett and Company, the advertising agency used for Alphine, Philip Morris had prepared test advertisements featuring integrated situations. These advertisements are to be tested in general and Negro media in late 1965.

SUMMARY -- PHILIP MORRIS, INCORPORATED

The parent firm planned to adopt integrated advertisements for three of their four brands. Experiments involving usage of integrated situations were planned for late 1965. Philip Morris, Alphine, and Paxton advertisements were to be used in the experiments. Because of the brand image, no adoption of integrated situations was planned for Marlboro. The parent firm's policy was to utilize integrated situations in all media for greater market coverage and cost savings.

THE R. J. REYNOLDS TOBACCO COMPANY

R. J. Reynolds marketed four major brands: Salem, Camel, Winston, and Tempo. Unlike the other tobacco companies, R. J. Reynolds did not consider each brand as an individual division within the firm. Promotional activities for all four brands were centered under one marketing manager, Mr. Howard Gray.
Camel, Winston, and Salem were the firm's brands that had been on the market for several years. Tempo, the firm's newest brand, had been on the market less than two years. Camel was the first of the brands to be promoted in Ebony. The other three brands, upon their introduction, were promoted in Ebony. Negro models were used for all advertisements appearing in Negro media. Though the production of specialized advertisements was expensive, Mr. Gray emphasized that the firm felt it was a good public relations investment. Reprints of the advertisements were used for point of purchase displays in Negro shopping areas. The firm also employed Negro sales representatives in all major cities. Beginning in early 1964, network television commercials often included integrated situations. The integrated commercials were scheduled alternately with regular commercials featuring white models. The firm did not plan to extend usage of integrated situations to print media. The firm felt the format of advertisements in magazines was not appropriate for integrated situations. Mr. Gray had received several letters concerning the integrated commercials on television. The majority of the letters had been favorable.
APPENDIX G

DRUG AND SUNDRY MARKETERS AND BRANDS

Detailed summaries for drug and sundry marketers and their brands are contained in this appendix.
GLEEM TOOTHPASTE

Gleem and Crest toothpaste were both products of The Procter & Gamble Company. The parent firm, according to a list published in Advertising Age, was the number one United States advertiser with two hundred million dollars spent on advertising in 1963. Though both toothpastes were products of the same firm, the approach used in their promotional campaigns had been different.

Gleem sales accounted for seventeen percent of the total toothpaste sales in the United States. The brand had been promoted extensively on afternoon and evening television. Five days a week, Procter and Gamble sponsored two hours of afternoon viewing on all three major networks. Gleem, along with other brands marketed by the firm, was featured in commercials scheduled during this time period. On behalf of Gleem, the firm had also sponsored special programs during evening hours. The use of print media for Gleem promotions had been limited to general circulation magazines. Procter and Gamble sought to promote Gleem in the Negro market through use of Negroes in television commercials. In commercials,


2. Ibid.
Negro families were often shown being interviewed by a white announcer. For Gleem, the parent firm felt that integrated television commercials were the best way to reach the majority of the Negro market. Procter and Gamble research had shown that the bulk of afternoon television audiences were made up of women who normally did the buying for the family. Future plans for Gleem included continued use of integrated television commercials.

**CREST TOOTHPASTE**

Crest, Procter and Gamble's other major toothpaste brand, faced problems not encountered by Gleem in the Negro market. The approach used for Crest was necessarily different. Crest sales accounted for almost thirty-three percent of total United States toothpaste sales, but for only five percent of sales among Negroes.

Crest toothpaste, since its introduction, had been boycotted by consumers in the Negro market. This boycott resulted from the endorsement of Crest by the American Dental

3. Ibid.
Association. Some chapters of the organization discriminated in their membership. Negro patients were not urged to use Crest by their dentists. 4 Faced with the problem of obtaining a larger share of the Negro market, Procter and Gamble initiated a promotional campaign for Crest using Negro magazines, Negro radio, and network television. Negro families, who had taken part in a toothpaste test, were featured in advertisements scheduled in Negro media. Reprints of these advertisements were used for point of purchase displays in drug stores and food stores. Negro radio was used to reach Negro homemakers. Local homemakers programs were sponsored in many markets. Crest, like Gleem, had been featured in the company's integrated television commercials on daytime and evening television. Integrated television commercials had been used since mid 1963. Future plans for Crest included continued usage of integrated commercials. The firm was conducting research on the usage of integrated situations in print media.

Colgate toothpaste, marketed by The Colgate-Palmolive Company, had been promoted in the Negro market for over fifteen years. Ebony, Sepia, and Negro radio had been used for Colgate promotions. Colgate, according to the parent firm, was the leading seller in the Negro toothpaste market with approximately forty-two and a half percent of the market in 1963. Through long association with the Negro market and membership in civic and community organizations, a close, almost personal, relationship had been established with Negro consumers. To meet the increased market drive launched by Procter and Gamble on behalf of Crest, extensive promotion of Colgate was to continue in all Negro media.

In early 1963, due to pressure from The Congress Of Racial Equality, Colgate-Palmolive began using integrated commercials on their morning and afternoon television programs. The commercials featured Negro families being interviewed by a white announcer. Colgate was the first toothpaste to be promoted in integrated commercials on television. Colgate-Palmolive's usage of integrated commercials was used by The Congress Of Racial Equality to "convenience" Procter and Gamble it should integrate its commercials. Future plans for Colgate included continued use
of integrated television commercials and Negro media. Although the firm had developed integrated magazine advertisements, they had set no date for their introduction in general or Negro print media.

**ANACIN ASPIRIN**

Anacin, one of the two "pain relievers" who used Negro media, had utilized Ebony and Negro models for over five years. In connection with the magazine placement, announcements were used on Negro radio stations. Anacin felt the individual consumer tended to buy the brand whose name seemed most familiar. Through use of magazines which stay in the home for periods ranging from a few days to over a month, the firm felt exposure would be greater than in the case of television usage. Both Ebony and Sepia were used to reach as many Negro homes as possible. Reprints of these advertisements were used for displays in drug and food stores. Anacin limited television usage to spot commercials featuring white models. Though integrated advertisements had been considered, the firm had no plans for their adoption in magazines or on television. Anacin felt the key in selling aspirin was the recognition of the product at the point of sale, not the race of models used in advertisements. In the company's opinion, integrated advertisements were not appropriate because the
product was promoted on a personal and individual basis. Usage of integrated situations might appear unnatural.

**BAYER ASPIRIN**

Bayer aspirin had used Negro magazines and radio for over two years. Their entrance into the Negro market had been triggered by Anacin's utilization of Negro media and the increased competition from all marketers. Since 1962, Bayer promotions had stressed the product's benefits for fighting flu and colds. For this campaign, advertisements in both general and Negro media had featured vivid red backgrounds with black and white illustrations and lettering. No models were utilized. At no time had Bayer used Negro models in their advertisements. Television promotion of the product was limited to spot announcements on network television. The bulk of promotions were scheduled in magazines and on radio. Bayer used Negro radio in local markets during the fall and winter months. The firm also employed Negro sales representatives to service Negro wholesale franchises.

The question of integrated advertising had been discussed, but its adoption was postponed indefinitely. Due to the personal nature of the product, the firm felt integrated advertisements were not appropriate.
ARRID DEODORANT

One of the two deodorants promoted in Negro media, Arrid did not reply to the questionnaire or follow-up letter.

A study of past Arrid promotional campaigns revealed a concentration of expenditures in general magazines and television. Arrid used quarter page monthly inserts in Ebony. For advertisements in Ebony, the firm used their traditional cartoon story for illustration. The figures in the illustrations were simply shaded in to make them appear to be Negroes. The use of this technique helped hold production costs to a minimum. Why had Arrid not undertaken a promotional campaign designed to increase Negro market share?

The nature of the Negro deodorant market may have been a factor. The brand controlling the largest share of the Negro deodorant market was not available in retail outlets. Avon, who controlled over 52 per cent of the Negro deodorant market, was sold only by personal representatives. To compete on a par with Avon, Arrid would have to find some means for duplicating the feeling of warmth present in personal contact. To develop the feeling of warmth in retail outlets, working through clerks who sell thousands of items, would be difficult to achieve.
Due to the lack of response from Arrid, it was not possible to say if they were considering the use of integrated advertisements. Considering the nature of the product and its personal relationship to the user, future use of advertisements featuring integrated situations appear doubtful.

**AVON DEODORANT**

Avon, the leading deodorant in the Negro market, was not available in retail outlets. Avon was sold only through personal representatives calling at the consumer's home. Mr. Arthur Thomas, Assistant Advertising Manager for Avon Products, Incorporated, completed the questionnaire for Avon deodorant. Avon had used Negro models and Negro media for over three years. Mr. Thomas stated that Avon did not consider the Negro market as an individual market, but as part of the total general market. Ebony, the only Negro media employed, was used as part of a media combination designed to reach the majority of the market. Because the deodorant and other Avon products were not sold through retail outlets, the magazine and television promotions were selected and designed to pave the way for the Avon representative when she came to the home. In areas of heavy Negro concentration, Negro representatives were
employed to visit potential customers. Mr. Thomas attributed the
success of Avon deodorant to two factors. First, the product was
a quality item which had proven very satisfactory in use. Secondly,
the average Negro appreciates the personal attention he receives
when visited in the home by a company representative. Mr. Thomas
felt the second factor was probably the key to Avon's success in the
Negro market.

Mr. Thomas further explained the success of Avon by
citing a recent study whose findings indicated white women enjoyed
shopping for cosmetics and personal items in large department stores.
The women felt they were given adequate sales attention in most of
the stores. The personal representative coming to the home was
often a bother to the white consumer. The same study disclosed that
Negro women were uncomfortable shopping for cosmetics and personal
items in large department stores. The women were sensitive to the
possibility of rebuffs or coldness on the part of clerks. The personal
representative visiting the home, tended to make the Negro consumer
more at ease and willing to buy.

Avon had used only one integrated television commercial.
To quote Mr. Thomas: "We have recently utilized a Negro model in
a television commercial. If and when appropriate, we may utilize
Negro models in general print media."
Vicks Vaporub was the only cold congestion medication promoted in Negro media. The firm had used Ebony as their Negro media for over six years. Because all people suffer from colds and chest conditions, Vicks considered the total population to be included in the potential market. To reach the greatest share of the potential market, the firm employed a media combination consisting of general print media, Negro print media, network television, and radio. General circulation magazines and Ebony were used twelve months a year to keep the product name before the public. Campaigns were reflective of the seasons of the year. Negro models had been used exclusively in Ebony. Television and radio usage was confined to the fall and winter months.

Vicks had not used integrated situations in any of the media they employed. Because their theme stressed protection of the family, the firm did not feel illustrations normally used were adaptable to use of integrated situations. In television commercials, they did plan to use Negro models in at least two commercials during the seven months of annual television usage. This decision was based on the theory that since 20 million Negroes were included in the potential market, some television commercials should feature Negro
models. The firm expected some resentment toward the policy, but felt they could justify its adoption. Vicks' major competitors used only general media and had not undertaken any integrated advertising or the use of Negro models.

**VASELINE PETRULOM JELLY**

Mr. Albert B. Richardson, Vice President of Advertising for Chesebrough-Pond's Incorporated, replied to the Vaseline questionnaire. Vaseline had been promoted in some form of Negro media for over seventeen years. Negro radio was first utilized. Negro magazines were added seven years later. Vaseline is marketed as a jelly for use on burns, baby rash, and various other skin irritations. As such, the total population was considered as part of the potential market. The Negro market was viewed as a part of the general market and also as an individual market depending on the purpose of the current campaign. At Negro outlets for Vaseline, the reprints of Negro magazine advertisements were used for the purpose of establishing closer contact with the Negro consumer. Negro sales representatives were also used in all major markets. Negro radio was utilized for spot announcements throughout the year. Television usage was confined to morning and afternoon viewing hours. No Negro models
had been used for television commercials and the firm did not plan to use them in the near future. Mr. Richardson stated that the firm felt the time was not right to introduce integrated situations in television commercials. Plans for Vaseline promotion in 1965 did include use of integrated situations in general and Negro magazines. These advertisements will feature group situations in retail outlets. A copy of Chesebrough-Pond's Incorporated statement of policy concerning Negroes in advertising was enclosed by Mr. Richardson. The statement may be examined on page 207.

**SCHICK RAZOR BLADES**

Eversharp, Incorporated, producers of Schick, was the only one of the three major razor blade marketers who had used Negro media. The firm had used Negro radio for over five years and Ebony magazine for two years. Eversharp considered the Negro market, which represented 10 per cent of Schick sales, as part of the general market and also as an individual market. For the past two years, the Ebony advertisements had featured the Schick sales representatives with Negro druggists and barbers throughout the country. Negro sales representatives were considered an important link with the Negro market. Reprints of advertisements were used for outlets in Negro centers of trade. Schick promotions in television,
STATEMENT OF POLICY WITH RESPECT
TO THE USE OF NEGROES
IN ADVERTISING FOR CHESEBROUGH- POND'S INC.

OBJECTIVE: To take affirmative action to assure full and complete consideration of usage of Negroes in the commercial advertising for Chesebrough-Pond's Inc.

POLICY:

1. To use where their presence contributes toward an honest and natural depiction of places, situations, and events as a representative cross-section of America.

2. To use where it would be natural and realistic for these people to appear.

3. To portray fairly and honestly in a manner consistent with their relationship to the society as a whole and with the realities of everyday life.

4. To avoid stereotypes, portrayal as a caricature or use which would reflect unfavorable.

PROCEDURE:

1. To establish the above objective and policy with all Chesebrough-Pond's personnel responsible for planning, developing, and approving of advertising intended for the general public.

2. To acquaint all advertising agency account, creative, TV and print production personnel working on the Chesebrough-Pond's account with the established objective and policy.

5/6/64
during the past year and a half, included use of integrated situations. The 1964 campaign, which featured Negroes extensively, was well received and Schick sales showed an increase in both the Negro and general market. Mr. J. P. Badgett, Vice President of Advertising for Eversharp, indicated the firm would initiate integrated Schick advertisements in general and Negro print media in 1965. These advertisements were already in the planning stages. Eversharp's promotional policy for Schick was based on the psychologist's theory that minority groups were sensitive to the attitudes of firms regarding them. A firm that desired the patronage of the groups enough to use magazines appealing to their tastes and interests was normally chosen in the final purchasing decision when products were not highly differentiated. Eversharp felt razor blades were not highly differentiated and that Negroes were persuaded to buy Schick because of the firm's interest in the Negro market. Schick was the number two seller in the total razor blade market and was constantly striving for increased market share.

CLAIROL INCORPORATED

If "Is it true blondes have more fun?" became a popular theme among whites, then "If you want to... why not?" became equally popular among Negroes. Both themes belong to Clairol Incorporated,
division of Bristol-Myers Company, and point up the company's desire to have more women coloring their hair.

Ten years ago, Clairol sold only two shades of its colors in the Negro market, black velvet and sable brown. Sales to Negro hairdressers accounted for less than 0.4 per cent of the salon division's total sales in the general market. In 1964, Clairol sold over half of all its colors to the Negro market, and sales to Negro hairdressers accounted for over five and a half per cent of Clairol's total dealer purchase sales. Clairol knew that the Negro market was a prime one for hairdressers and for hair preparations. Clairol also learned that advertisements, combined with point-of-purchase displays using Negro models as illustrations, could promote more effectively the association of product brand name with usage. For its consumer advertising, Clairol selected Ebony magazine. Its copy was designed to explain to Negro women that a hair coloring is another cosmetic, and as such, was nothing unnatural. Its beginning theme was, "If you want to...why not?", and pictured five attractive Negro models with hair colors ranging from brunette to blonde. Follow-up advertisements in Ebony pictured attractive women and children models, and used the theme, "Does she...or doesn't she?"

Unlike Helene Curtis and Toni, Clairol did not have specific products for the Negro market. Clairol was conducting "extensive and
expensive research," however, and had its laboratories working on specific products for the Negro market.

Claireol's budget for the Negro market was nearly $500,000 in 1964. While this was considered somewhat out of proportion to sales, the company was aware of the potential in the Negro market and was conscious of the needed investment if the market was to be developed properly. Claireol had no future plans for adoption of integrated situations in advertising.
APPENDIX H

FOOD MARKETERS AND BRANDS

Detailed summaries for food marketers and their brands are contained in this appendix.
The Carnation Milk Company markets over 100 food products. Negro radio, newspapers, and magazines had been used for over fifteen years. Since 1954, Carnation has featured Negro models in all Negro media. Carnation viewed the Negro market as part of the general, but gave it special consideration for products of high Negro per capita consumption. These items included milk powder, condensed milk, and instant milk products. In special advertisements prepared for Negro media, the firm had featured Negro families. A testimonial was normally part of the advertisement and, for an added touch, the families' favorite recipes were included. Reprints of these advertisements were often used in and around Negro centers of population. Advertisements for company products were scheduled in Negro newspapers in co-sponsorship with local retailers. Food programs featuring home economists were sponsored on many local Negro radio stations. Supervising Carnation's extensive participation in Negro civic affairs was a Negro public relations expert, Mr. Moss H. Kendrix. Carnation, through Mr. Kendrix, was active in many Negro organizations.

Carnation concentrated the majority of their promotion in print media. In general circulation magazines, Carnation had
initiated use of selected integrated advertisements. The situations featured Negro families being interviewed by a white representative of the company. Carnation had used integrated advertisements for eight months and felt it was too soon to state a definite public reaction. Carnation planned to continue use of integrated advertisements for at least another year to better gauge market reaction. The firm was optimistic that the integrated advertisements would be recognized by the consumer as being truly reflective of American society. Since the firm's use of television was limited, no plans for integrated television commercials had been made.

PET MILK

Carnation's chief competitor, Pet Milk, had also used Negro radio, newspapers, and magazines. Pet Milk had been active in the Negro market for over twenty years. Their efforts in promotion had been combined with civic and philanthropic activities.

Pet first utilized Negro radio to sponsor home economists in local areas. These programs were tied in with retail displays in local food stores. In the mid 1940s, Negro newspapers were used for promotional activities on behalf of local retail stores who handled Pet products. These newspaper advertisements were tied in with the
radio usage. In 1947, a year after Ebony began publication, Pet added the magazine to its media combination. For the first couple of years, Pet used the same advertisement for Ebony as was used in general publications. In 1949, Pet felt Ebony was to remain a part of the promotional program and added Negro models to the advertisements prepared for Negro media. The majority of Pet's promotional expenditures were concentrated in print media. Most advertisements featured various ways of preparing recipes with Pet products. In 1963, promotions in Negro media had included the use of integrated situations. No integrated situations were used in general publications. Promotions in 1964 were illustrated with prepared food and recipes.

Pet was aware of Carnation's use of integrated situations in general media. Because of Carnation's activities, Pet planned to use integrated situations in Negro and general magazines in their 1965 promotional campaign. Pet felt these advertisements would be truly representative of their potential market. With so many firms adopting use of integrated situations, Pet expects adverse reaction to be minimum.
The Quaker Oats Company, marketers of cereals and corn meal products, had utilized Negro magazines and radio for over ten years. Negro models were not utilized for Negro media until 1963. This fact was surprising since the company considered the Negro market as an individual market. Ten per cent of total national sales were represented by sales in the Negro market. Sixty per cent of the advertising expenditures for corn meal products were spent on Negro media. Through research, the firm had found that the per capita consumption of corn meal products was much higher among Negro consumers. The individual products of the firm were advertised during the twelve months of the year. Reprints of advertisements were used for point-of-purchase displays in retail outlets. On local Negro radio, the firm sponsored several home economics programs. Negro sales representatives were used in all major markets.

In 1964, the firm began considering the advantages and disadvantages of adopting integrated situations in general and Negro magazine advertisements. They felt the main advantage would be the cost savings possible with use of one advertisement for all media. But considering their marketing structure, which viewed the two
markets separately, they did not feel greater penetration of the Negro market would be achieved through use of integrated situations. In the general market, the location of 40 per cent of Quaker Oats' consumers was in the Southern United States. Integrated advertising might not be received well in this area. Quaker Oats did not want to risk offending and losing Southern consumers and Southern retailers.

**THE KELLOGG COMPANY**

The major producer of ready to serve cereals, Kellogg's had used *Ebony* magazine for over three years. *Ebony* was added to the media combination to increase coverage of the total market. The firm did not feel the use and enjoyment of breakfast cereals was limited by age, race, income, or nationality. Kellogg's, therefore, used one theme to appeal to all ethnic and national groups. Magazine campaigns were tied in with the company's television sponsorship of kiddy, cartoon shows five nights a week. These cartoon characters were pictured on various products marketed by the firm. Because either the product or a cartoon character was used in magazine advertisements, advertisements for all publications were the same. Advertisements for Kellogg's Corn Flakes, featuring Tony the Tiger, did not provide any problems with race. A tiger is a tiger.
In network television commercials featuring children, the firm had used integrated situations. Kellogg's felt this was a normal situation. On their adult television program, "The Beverly Hillbillies," the actors in the series were used for commercials. Since this was the policy for the show, no integrated situations had been utilized. Although Negroes played minor roles in some of the stories, none of the regular characters were Negroes. When and if appropriate, Kellogg's planned to use integrated advertisements in all media. The use of integrated commercials on children and cartoon shows had proven successful.

Kellogg's future plans included continued use of various cartoon trade symbols to promote their various products. When and if Kellogg's adds models to magazine advertisements, integrated situations will be used in all publications. The policy of integrated commercials, when appropriate, will continue in television. Because of the nature of breakfast cereals, the firm does not feel the majority of people will take offense at the use of integrated advertisements.

NABISCO COOKIES

Nabisco Cookies, a division of The National Biscuit Company, concentrated the bulk of their advertising in television.
Although they market over sixty varieties of cookies, promotional efforts were concentrated behind Fig Newtons and Oreo cookies. Both of these varieties were advertised on afternoon and evening network television. The commercials featured children, both Negro and white. Nabisco had been using integrated commercials for over a year. Reaction to the commercials had been very favorable. Viewers had found the commercials charming and situations very natural. Nabisco credited this reaction to the two years of planning that was a part of the preparation for the commercials.

As stated, the major expenditures for promotional campaigns were in television. No Negro media was used and only limited general print media was employed. Nabisco was planning to maintain a continuing program of integrated television commercials as an effective means of reaching the entire potential market.

THE KRAFT FOOD COMPANY

Kraft, a division of National Dairy Products, had used Ebony magazine for over three years. Kraft viewed the Negro market as part of the general market. Negro media was used to increase penetration of the Negro segment. The firm sponsored several shows on network television during prime evening hours. No Negro television or radio were used. In both print and television advertisements, the
various uses of Kraft products were stressed. Taste appealing recipes were given and actual preparation of the food was shown. Because food was the major interest in the advertisements, no models were used in either print or television promotions. The only human element present in the television commercials was the hands of the person preparing the food. Kraft did not feel that the fact these hands belonged to a white home economist effected the appeal of the commercial among Negro homemakers. Kraft sponsored two network television shows, "Kraft Mystery Theatre" and "The Perry Como Show," which featured Negro actors and entertainers. Many Negro home economists and sales representatives were employed by the firm.

Kraft did not feel integrated advertising was applicable to their method of illustration. Future Kraft plans did not include adoption of integrated situations in any of their advertising.

DINTY MOORE BEEF STEW

No reply was received from The George A. Hormel Company, producers of Dinty Moore Beef Stew. A survey of the firm's advertising was undertaken. Ebony was the only Negro media used for the promotion of Dinty Moore. Usage was limited to the
fall and winter months. The advertisements scheduled in *Ebony* were the same as those used for all magazines. These advertisements featured colored pictures of the product with serving and recipe suggestions. No models were used in the advertisements. Because of lack of response, it is difficult to say whether the firm viewed the Negro market as part of the general market or as an individual market. Due to the product not being a diet staple or having a special appeal to one cultural group, it is probable that the Negro market was viewed as part of the general market. This would appear to be reinforced by the utilization of only one Negro magazine and no other Negro media. Due to the nature of the product and its advertising program, it is doubtful that the firm will adopt integrated advertisements.

**CRISCO SHORTENING**

Another product of The Procter and Gamble Company, Crisco was the leading shortening seller among Negroes. Crisco was promoted on radio and television to reach the Negro and general market. Because the Negro normally prefers fried foods, the parent firm felt the Negro market was a rich source of increased shortening sales. The majority of advertising for Crisco was concentrated in network television. Following a Procter and Gamble policy, Crisco
promotions included use of integrated commercials. The integrated commercials featured prize winning Negro cooks being interviewed by a white home economist. To increase possible exposure in the Negro market, cooking programs were sponsored on local Negro radio stations. Negro radio and network television promotions had been very successful for Crisco. In 1964, Crisco was the number one shortening seller in the Negro market.

Future plans for Crisco included continued use of Negro radio and integrated television commercials. The integrated television approach was felt to be a true reflection of Crisco's total market.

DEL MONTE; INCORPORATED

Del Monte, marketers of canned fruits and vegetables, considered the Negro market as one segment of the total market. In selecting magazines for advertising, the firm sought to employ that media combination which effectively reached their potential market. Ebony, in their opinion, was vital in reaching the Negro segment of the market. Del Monte concentrated the bulk of their promotional expenditures in print media. Due to the nature of the products, advertisements were built around the products and recipes
for their preparation. Because no models were used in advertising, one advertisement was used in both general and Negro magazines.

The firm's future plans did not include the usage of models in any media. The question of use of Negro models or integrated situations had not been considered by the firm. Del Monte did not feel it would be appropriate to use either. Continued use of Ebony magazine, for greater penetration of the Negro market, was planned.

**RICELAND RICE**

Marketed by an Arkansas co-operative of rice growers, Riceland Rice was first distributed nationally in 1959. Long a well known brand in the South, the firm utilized national women's magazines and Ebony to develop a larger market outside of the South. No answer was received to the questionnaire or follow-up letter.

An examination of their advertisements in general publications revealed a stressing of the varied ways of preparing rice. Normally, these advertisements featured colored illustrations of the product and recipes. In Ebony, Riceland advertisements featured Negro children and adults enjoying rice as part of their daily meal. The difference in advertising technique may be accounted for, in part, by the tendency among Negro families to substitute rice for
potatoes in daily diets. The white consumer, on the other hand, viewed rice more as an ingredient used in preparing various main dishes and deserts. The product had two images in the eyes of the consumer.

Since the firm used no models in their general publication advertisements, it is difficult to predict the adoption of integrated advertisements. Adoption of integrated advertisements for Negro media also seemed doubtful.
APPENDIX I

MARKETERS OF HOME LAUNDRY PRODUCTS

Detailed summaries for marketers of home laundry products and their brands are contained in this appendix.
Through research conducted by their own marketing department, the firm decided the best way to reach the potential home laundry products market was to utilize morning and afternoon television time. Television time is expensive, but the firm found the investment reaped dividends in increased market share. Procter and Gamble, hereafter referred to as P. & G., considered the Negro market as part of the general market. Instead of using Negro media to reach the Negro segment, the firm utilized only general media. Integrated television commercials were the method chosen for increasing Negro as well as general market share. The interpretation of the method varied for the individual brands.

**OXYDOL**

The Oxydol division differentiated its detergent product by promotion of "little green crystals" of bleach. Many of the filmed commercials utilized a neighborhood laundromate for background. In varying situations, the housewife was seen exclaiming how clean her wash is. The group pictured in the laundromat included both Negro and white housewives and their children. Variations on this theme had been used by Oxydol since 1963.
SALVO

Salvo is a concentrated cleaning tablet "that releases its power in water." Wally Cox has been the spokesman for the product since 1963. Once again the laundromat was utilized in several advertisements for background. Integrated groups of housewives were shown in the laundromats. Wally Cox was shown interviewing both Negro and white housewives about their experiences with Salvo.

CHEER

Cheer, with the "blue magic whiteness," also employed the interview technique for television commercials. Using supermarkets, laundromats, and parking lots as background; Cheer announcers had housewives compare the whiteness of two piles of laundry. In all commercials, the same announcer was used to interview both Negro and white housewives. The situations appeared to be natural and the women interviewed were very average.

DASH

Dash, "packed in leading automatic washers," employed a more comic approach in its advertising campaigns. A repair man,
with a Bronx accent, rescued ladies in distress due to overflowing washers. In such situations, he was seen in Negro and white homes. Since all women suffer from "high suds" problems, the firm felt it was only natural that the repair man aid both Negro and white homemakers. The 1964 campaign stressed the fact that "Dash makes your washer ten feet tall." Home kitchens and laundromats were used as backgrounds for the integrated commercials.

TIDE

Tide, also packed in leading automatic washers, had captured 17 per cent of the lucrative heavy detergent market. In 1964, 20 million dollars was spent on advertising the merits of Tide. Practical examples of how to get clothes were filmed, often using children. Both Negro and white children and adults were featured in the integrated commercials. Negro techniques, as the firm called Negro media, would not have been as effective as the integrated television commercials were.

SUMMARY OF PROCTOR AND GAMBLE BRANDS

All of the brands scheduled regular usage of integrated commercials in the company pool of television commercials. The
term regular was emphasized by Procter and Gamble. It had been their continuing policy to utilize Negro actors and actresses in commercials only if such roles fit naturally into the theme of a brand's current advertising strategy. All of the integrated situations employed were considered natural.

Procter and Gamble had not adopted use of Negro models in general print advertising. Television volume so exceeded print volume, the firm felt efforts should be concentrated in this medium. The reaction to the integrated commercials, from both Negro and white viewers, had been favorable.

Negroes were employed by the firm in its various sales organizations, but these men have the same basic selling responsibilities as all company salesmen. The Negroes were employed only because they were good salesmen and could sell the company products.

Procter and Gamble planned to continue usage of integrated commercials on their television shows and in their spot commercials. The bulk of usage was on late morning and early afternoon programs oriented toward women.

**THE COLGATE-PALMOLIVE COMPANY**

Colgate-Palmolive is the second largest marketer in the home laundry products industry. The firm does not spend as
much on promotion as Procter and Gamble, nor do they market as many products. Colgate-Palmolive was the first marketer of home laundry products to use integrated television commercials. This usage began with their Fab detergent and later was adopted by Ajax. As in the case of Procter and Gamble products, Fab and Ajax took different approaches to the use of integrated commercials.

FAB

Fab began the use of Negroes in network television commercials in early 1963. The first integrated advertisements featured Jack Lascoule interviewing a New York school teacher and his wife in Central Park. Their child was shown near-by playing with white children. These commercials were scheduled in a regular series with similar commercials featuring white housewives and Lascoule. The 1964 Fab campaign featured "that wedding white feeling" you get with Fab. Kitchens and laundermats were utilized as backgrounds for the commercials. Both Negro and white housewives were pictured in wedding gowns. These commercials were scheduled on morning and afternoon network television.
AJAX

Ajax detergent has only been on the market since 1963. For effect and impact, the firm adopted a white knight as their trade symbol. His touch changed dirty clothes to sparkling white. Those helped by the white knight included dirty children, construction workers, and yard workers. In these situations, Negroes and whites were shown playing and working together. From the beginning of their initial campaign, Ajax detergent used integrated commercials on television.

SUMMARY OF COLGATE-PALMOLIVE BRANDS

Following the pattern in the industry set by Procter and Gamble, Colgate-Palmolive concentrated the majority of expenditures in television. Print media was used primarily to announce the Ajax Fall Cleaning Sweepstakes and Fab's Bride Doll offer. No integrated advertisements had been used in print publications. The firm employed Negro sales representatives in most major markets and used them for contact with Negro retailers and wholesalers.

Why was Colgate-Palmolive the first home products marketer to adopt integrated commercials?
CIRCUMSTANCES SURROUNDING INTEGRATED USAGE

Why, in 1963, did Procter and Gamble and Colgate-Palmolive launch integrated television campaigns? Why was Colgate first to do so, when they traditionally follow Procter and Gamble's lead?

To answer the first question it was necessary to look back to January 1963. At this time, a committee from The Congress of Racial Equality called upon the president of Colgate-Palmolive to discuss the use of more representative American advertising on television. At CORE's suggestion, a meeting with the firm's marketing vice president and his assistants was arranged. The purpose of this meeting was to discuss the use of Negroes in natural situations for company advertising. The alternate to adoption of integrated advertisements was a boycott of the firm's products. In early 1963, Colgate-Palmolive became the first firm in the industry to introduce the usage of integrated commercials on national television.

After their success at Colgate, the committee called on the president of Procter and Gamble. Using Colgate's introduction as a selling and discussion point, the committee asked when Procter and Gamble was going to integrate its advertising. The firm explained it felt the time was not right for introduction of integrated advertising.
Procter and Gamble preferred to wait until more research had been undertaken. Dissatisfied with the company's policy, CORE threatened a boycott of the company's products. At first, the firm resisted and refused to be pressured. Finally, in mid 1963, Procter and Gamble adopted use of integrated television commercials for their laundry products.

Thus, as a result of being contacted first by CORE, Colgate-Palmolive was the first in the industry to integrate their television commercials. The misgivings felt by both firms lessened as sales continued to rise. Both firms were pleased with the favorable comments received from Negro and white consumers.

THE A. E. STALEY MANUFACTURING COMPANY

This firm was not pressured into their use of Negro media by any group or organization. The firm had used Ebony magazine for three years and considered it supplementary, just as their use of magazines for new mothers and network television shows. The firm considered their market to be a general one and used general print publications for penetration. The company did not employ Negro sales representatives because they were represented in most areas by food brokers. Future plans concerning adoption of integrated advertising
had not been decided upon. The author feels Mr. R. M. Julsen, Advertising and Merchandising Manager for A. E. Staley, summed up the company's philosophy in his closing questionnaire statement which read as follows:

Actually, I have always felt that a consumer is a consumer, whether she be Catholic or Protestant, White or Negro. Therefore, copy appeals recognize potential only regardless of race or color or creed. Using Negro models in general ads makes for a 'contrived' effect. Even Ebony magazine runs ads with all white models. And I really don't believe it makes much difference to the majority of Ebony readers. Some may be swayed to a product that uses integrated art or photography, but not the majority.

The only reason we use Negro models in our Ebony ads is because we must prepare special size ads anyway for this publication. So we start fresh and use Negro models because it is a publication for Negroes.
APPENDIX J

SOFT DRINK MARKETERS AND BRANDS:

Detailed summaries for soft drink marketers and their brands are contained in this appendix.
The Coca-Cola Company, hereafter referred to as Coke, has been active in the Negro market since 1939. Through the years, they have engaged in contributions to Negro charities, been active in Negro organizations and civic endeavors.

Coke's Negro market promotion included placement of advertisements in *Ebony*, *Sepia*, Negro newspapers, Negro radio, on network television and through point-of-purchase and billboard advertising. Since 1959, Coke advertisements in *Ebony* have featured Negro models. Over this period of time, it was interesting to note, the skin tone of Negro models used went from very light to what is considered normal Negro skin tones. Before 1959, Coke depended on personal contact through personal sales representatives to keep in touch with the Negro market. Since 1950, the special marketing programs and problems involving the Negro market have been handled by Mr. Moss H. Hendrix, a Negro and a public relations expert. Conferring with Coke's advertising agency and general public relations counsel, Mr. Hendrix determines the approach the company will use in the Negro market. He arranges Coke's activities in conjunction with Negro professional, fraternal, athletic, and cultural activities. On many occasions he is the firm's
personal representative at these functions. On occasion, Coke "lends" Mr. Kendrix to organizations for aid in one of their projects. Working within the parent organization's Special Market Division are twenty-eight Negro market specialists in twenty markets.

In 1964, Coke claimed 60 per cent of the Negro cola market. This market accounted for 5 per cent of Coke's total sales in 1964. Their strength lay mainly in the Southern and Western United States. Coke's media combination included television, radio, newspapers, billboards, point-of-purchase, and magazines. Monthly inserts of full page Coke advertisements appeared in Ebony and Sepia. The illustrations used were normally identical, except for the race of the models, to those appearing in general media. Reprints of these advertisements were used for point-of-purchase displays in the majority of outlets servicing Negro consumers. In cities with large concentrations of Negroes, reproductions of the advertisements were used for billboard advertisements. Coke sponsored several popular Negro radio personalities in local markets. Television, both Negro and network stations, were heavily utilized. "The Defenders," "Perry Mason," and "Rawhide" were sponsored by Coke on network television. Coke used television commercials to introduce their usage of integrated situations. Reaction to the commercials had been good. It must be noted, however, that bottlers in Southern cities were given
the option of blacking out national integrated commercials and running local Coke advertisements. The problem faced by Coke was one of cultural differences in varying sections of the country. With the majority of their market strength in the South, the firm had to be careful not to jeopardize their present market while seeking to expand their Northern market share. To safeguard this share, the blackout option was granted to Southern bottlers. The integrated advertisements were used in Negro newspapers, but not in Negro magazines. Because Negro magazines did not have regional editions, advertisements for use in them were not integrated. The attitude of Southern bottlers had mainly influenced this decision.

Why does a firm the size of Coke invest so heavily in a market segment that represents only 5 per cent of total sales? Coke has always been very competitive. Until the late 1950's, Coke held a practical monopoly in the cola field. In the late 1950's, Coke found their market share slipping. A competitor, who had been on the verge of bankruptcy for many years, was beginning to cut into Coke's market. They were doing this not only with promotional campaigns in general media, but also by utilizing specialized publications directed toward individual market segments. Coke found that to regain and maintain its market position it had to utilize, among other things, specialized publications appealing to the Negro market. Since 1959, Coke has
spent millions wooing the Negro consumer, especially those in large Eastern cities. The Coca-Cola Company's other three major soft drink brands were Bubble-Up, Sugar-Free Bubble-Up, and Tab. By the end of 1966, the parent firm plans to incorporate the three brands into Coke's scheduling in Negro media.

**THE PEPSI-COLA COMPANY**

The Pepsi-Cola Company, hereafter referred to as Pepsi, claimed 38 per cent of the Negro cola market in 1964. Pepsi's main strength lay mainly in the large industrial cities of the North. During the depression, Pepsi gained a foothold in the Negro market by selling their product at a lower price than Coke. Since the 1930's, Pepsi has utilized Negro radio and newspapers for their promotional push. In 1945, the firm began scheduling advertisements in Ebony. In 1949, as their sales in the Negro market continued to increase, Pepsi began preparing special advertisements featuring Negro models for use in Ebony and Negro newspapers. For the general market, Pepsi used television and general circulation publications. Pepsi has also been very active in various Negro civic groups and charities. The firm's vice president in charge of special markets is Harvey Russell, a Negro. Aided by sixteen Negro market
specialists, Mr. Russell has sought to increase the firm's share of the market. Mr. Russell's philosophy is to always make each promotional campaign apply equally to whites and Negroes.

In replying to one of the questionnaire questions, Mr. Russell stated Pepsi was planning on using integrated situations in future campaigns in general media. In co-operation with their advertising agency, the firm was preparing sample layouts for integrated commercials and advertisements.

Why does a firm who has proven successful in the Negro market hesitate to integrate their advertising? Examination of their position revealed that the firm was spending 35 per cent of sales on promotion. This expenditure is aimed at maintaining and increasing market share. Pepsi must keep the consumers it has while attempting to gain additional consumers. Before adopting integrated advertising, Pepsi has to be certain the advertisements will offend the minimum number of consumers. To be sure, there can be no real guarantee that a certain advertisement will offend only "X" number of consumers. The point remains, Pepsi must eventually take the step:

1) to continue their program of increasing their share of the Negro market; and 2) to offset the push Coke is making to develop a larger market in the major Eastern cities.
Pepsi's two other major brands were Teem and Diet Pepsi. They were both promoted in general media. Pepsi plans to incorporate Diet Pepsi into its Negro market program in late 1965. Diet Pepsi advertisements will be scheduled in Ebony and Negro newspapers.

THE CANADA DRY CORPORATION

In the soft drink industry, Canada Dry is one of the smaller firms. They use general circulation magazines for their promotional campaigns. Limited funds allocated for advertising were cited as the reason for limiting the variety of media used. For each advertising dollar invested, the firm must get maximum exposure. The Negro market was viewed as part of the general market by Canada Dry. Although viewed as part of the general market, the Negro market accounted for 10 to 12 percent of the firm's total sales. To appeal to the Negro market, without the expense of using Negro media, Canada Dry adopted use of integrated advertisements in March of 1964. The firm felt few sales would be lost due to the adoption of integrated situations.

The integrated advertisements were centered around groups of children representing Caucasian, Negro and Oriental elements of the market. Children were utilized for the illustrations
because of their emotional appeal and acceptance by most people. Canada Dry planned to continue usage of integrated situations in general media. Future plans did not include use of Negro media. Reprints of the advertisements were used in Negro as well as white shopping centers. Letters received by the firm concerning the use of integrated advertisements had been ten to one in favor of the situations shown.

Canada Dry's use of integrated advertisements was the result of an economic need to reach the largest share of the potential market for the lowest cost. The firm's approach to integrated advertising was studied by larger firms in the industry.

THE SEVEN-UP COMPANY

The oldest marketer of a lemon-lime beverage, the firm confined the majority of their promotions to print media. No reply was received to the questionnaire or follow-up letter. An examination of the promotional activities of the firm revealed what appeared to be a marketing program designed for the general market.

For many years, Seven-Up scheduled advertisements in Life, Look, The Saturday Evening Post, and The Reader's
Digest. These general circulation publications were used on alternating schedules, depending on publication dates. The layout of the advertisements featured couples enjoying the product at social gatherings. In mid 1963, Seven-Up added Ebony to their media combination. Since 1963, no special advertisements had been prepared for Ebony. The firm used advertisements featuring white models in all publications. Individual bottlers employed Negro sales representatives, but the parent firm did not.

Because Seven-Up did not reply to the questionnaire, their future promotional plans were not known. On the basis of the past promotional programs, it appeared doubtful they would adopt integrated usage or Negro models.
APPENDIX K

SAMPLE QUESTIONNAIRES

This appendix contains samples of the three sets of questionnaires designed and utilized for the study.

Questionnaire A-1 was sent to all marketers who used white models in their advertisements scheduled in Negro media.

Questionnaire A-2 was sent to all marketers who used Negro models in their advertisements scheduled in Negro media.

Questionnaire A-3 was sent to all marketers who used integrated situations for their advertisements in one or more media.
QUESTIONNAIRE A-t

1. For how many years has your firm used Ebony magazine?
   - 3 years or less
   - 5-10 years
   - over 10 years

2. In determination of potential markets, is the Negro market considered:
   - an individual market
   - part of the general market

3. If your firm considers the Negro market as an individual segment, what approximate percentage of total sales does the Negro market represent?
   - %
   - not available

4. The basic reason(s) Negro models have not been used for advertisements in Negro media is (are):
   - the unique characteristics of the product
   - make appeals to individual segments of the market unnecessary
   - company policy

5. Has the firm received letters from readers of Ebony or other Negro media in which advertisements appear?
   - Yes
   - No
   - if Yes, approximate number
6. At anytime in the past, has your firm used Negro models for advertisements appearing in Negro or general media?

- - - - Yes  - - - - No

7. Has it been suggested to your firm that you consider the use of integrated advertisements in all media?

- - - - Yes  - - - - No

8. Has your firm any future plans (within the next two years) for adopting use of Negro models or integrated situations?

- - - - Negro models  - - - - integrated

- - - - neither

9. What advertising agency handles your account?

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COMMENTS:
1. How many years has your firm been placing advertisements in *Ebony* magazine?

    _______ years

2. What other Negro publications or media does your firm use?

    ___________________________________________

3. Have you always used Negro models in your advertisements scheduled in Negro publications and/or media?

    _______ Yes    _______ No

    if no, how long has your firm used Negro models  ____________

4. In determination of your potential market, is the Negro market considered:

    _______ an individual market

    _______ part of the general market

5. What approximate percentage of your total sales is represented by the Negro market?

    _______ approximate %    _______ not available

6. Does your firm use reprints of magazine layouts for displays in Negro centers of shopping?

    _______ Yes    _______ No
QUESTIONNAIRE A-2 —Continued

7. Does your firm use outdoor billboard advertising in Negro centers of population?


8. Does your firm employ Negro sales representatives in the major Negro market centers of the United States?


9. Has it been suggested to your firm that you consider the use of integrated advertisements in all media?


10. Has your firm any future plans (within the next two years) for adopting use of integrated advertisements in general media?


11. What advertising agency handles your account?


COMMENTS:
1. How long has your firm been scheduling integrated advertisements in general and/or Negro media?

2. Before adopting use of integrated advertisements, did your firm use Negro media?
   - Yes
   - No

3. In determination of your potential market, is the Negro market considered:
   - an individual market
   - part of the general market

4. What approximate percentage of your total sales is represented by the Negro market?
   - 

5. Does your firm employ Negro sales representatives in the major Negro market centers?
   - Yes
   - No

6. Does your firm use reprints of the integrated advertisements for point of purchase advertising in Negro shopping centers?
   - Yes
   - No
7. Does your firm use outdoor billboard advertising in Negro shopping areas?

   Yes  No

   if Yes, do the advertisements feature integrated situations?

8. Has your firm received letters concerning the use of integrated situations?

   Yes  No

9. Has the mail been generally:

   favorable  critical

10. What Negro publications does your firm use?

11. What advertising agency handles your account?

   COMMENTS:
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