

INDIVIDUAL RESEARCH, 1934.

Submitted by:

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*The following is a copy of the  
report submitted by  
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on the subject of the  
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Fort Leavenworth, Kansas,

23 March, 1934.

Memorandum for The Director, 2d Year Class,  
The Command and General Staff School,  
Fort Leavenworth, Kansas.

Subject: The Application of the Principles of Commercial Advertising  
to the Problem of Leadership.

I. PAPERS ACCOMPANYING.

1. A bibliography of this study.

II. THE STUDY PRESENTED.

The purpose of this study is to determine what principles of commercial advertising are applicable to the military problem of arousing, controlling, molding and directing the minds of soldiers to attain a desired military end.

### III. FACTS RELATING TO THE SUBJECT.

#### 1. Definition and development of advertising.

The word "advertising" is derived from the Latin, "advertore", meaning "to turn toward" (1). It is defined as "the act of announcing publicly, especially by printed notice" (2), and as "the act of making known by public notice; by extension, the art of announcing or offering for sale in such a manner as to induce purchase" (3).

Advertisements were not unknown in ancient Greece and Rome. The ruins of Pompeii and Herculaneum afford examples, the walls in the most frequented parts being covered with notices, painted in black and red. In medieval times the advertising shopkeeper's chief organ was the public crier. The first advertisement printed in a newspaper appeared in "The Impartial Intelligencer" of London, 11 March, 1684, announcing a reward for two stolen horses. The first advertisement in an American newspaper appeared in "The Massachusetts Spy" for November 16, 1780 (4).

Originally the term "advertising" signified communication or the conveying of information, but the term is now most commonly thought of as involving persuasion of some sort as well as information (5). Formerly it was a kind of puffery, but at present the widest advertising is characterized by the completeness with which it presents information, and the logical reasoning by which it seeks to persuade readers (6). Printing alone made possible the transition from simple announcement to the system of argument and suggestion which constitutes modern advertising (7).

In its present sense, advertising is a powerful and legitimate force in the commercial world and in the distribution of commodities, and it has been designated as the literature of persuasion (8). There is ample proof that advertising exerts a tremendous influence upon the habits of consumption and the standards of taste of the consumer (9), that it develops and regulates the wants, habits and life of the individual (10),

- 1. B-34.  
2. B-34.  
3. C-42.  
4. A-102, L-76.  
5. E-469.  
6. K-167.  
7. D-195.  
8. L-167.  
9. M-474.  
10. N-viii.

and that it actually creates new wants in the commercial field (11).

A survey made by the National Bureau of Economic Research estimated that the amount spent on advertising in the United States in 1927 was \$1,502,000,000. This total was made up as follows:

Newspaper advertising.....	\$690,000,000
Direct advertising.....	400,000,000
Magazine advertising.....	210,000,000
Business papers advertising.....	75,000,000
Outdoor advertising.....	75,000,000
Premium advertising, programs, directories...	25,000,000
Street car cards.....	20,000,000
Radio broadcasting.....	7,000,000.

The increase in expenditures for advertising between 1921 and 1927 had been 50 per cent (12).

## 2. The basis of modern commercial advertising.

There are evidences of record that two score years ago, farsighted students of advertising as it was then understood began to discover the connection between successful commercial advertising methods and psychology. An editorial in the October, 1895, edition of the magazine, "Printer's Ink", contained the following statements:

"Probably when we are a little more enlightened, the advertising writer, like the teacher, will study psychology. For however diverse their occupations may at first sight appear, the advertising writer and the teacher have one great object in common--to influence the human mind. Human nature is a great factor in advertising success." (13).

A similar tone was expressed in an article contained in the March, 1901, edition of the magazine, "Publicity", which stated in part:

"The time is not far away when the advertising writer will find out the inestimable benefits of a knowledge of psychology. The preparation of copy has usually followed the instincts rather than the analytical functions. But the future must

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11. F-7.  
12. A-102.  
13. M-3.

needs be full of better methods than these to make advertising advance with the same rapidity as it has during the latter part of the last century. And this will come through a closer knowledge of the psychological composition of the mind. The so-called 'students of human nature' will then be called successful psychologists, and the successful advertisers will likewise be termed 'psychological advertisers'" (14).

Modern literature on advertising which the writer has consulted appears almost universally to approach the problem of commercial advertising through the channels of applied psychology. Poffenberger says, "The relation between the problem of applied psychology and that of advertising is particularly close. The aim of applied psychology is the prediction and control of human behavior in every sphere of activity; the aim of advertising is the prediction and control of human behavior in a specialized field of activity, namely, the purchase of goods. Even this distinction in the range of the two is diminished through the use of advertising to influence public opinion in politics, health work, and so forth" (15). A director of the psychological laboratory of Northwestern University has stated that after having read broadly on the subject of advertising, and having talked with business men --- manufacturers, salesmen, publishers and professional advertisers --- he never saw or heard any reference to anything except psychology which could furnish a stable foundation for the theory of advertising (16).

### 3. The principles of advertising.

One writer on the subject of advertising states that a perusal of the literature on the subject of selling leads to the conclusion that there are only three general theories which are definitely formulated. The first theory is expressed by the five words: "attention", "interest", "desire", "action" and "satisfaction". There is implied in this theory that the

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14. M-3.

15. O-6.

16. M-2.

prospect must successively experience these conscious states. The second theory comes from behavioristic psychology, and can be expressed by the formula: "appeal - response". The third theory views man as a dynamic being, whose buying depends largely upon the internal factors within him, summed up in the word, "wants". The formula: "want - solution - action satisfaction" express this third theory of selling. It is admitted by this writer, however, that even under the so-called second and third theories, all insist that attention and interest must come first (17).

Substantiating the above, other writers enumerate the principles of advertising as: getting the advertisement seen, getting it read, making it understood, and making it produce action (18); to attract attention, win an absorbing interest, arouse a specific desire, and stimulate an active decision (19); or again, to attract the attention of the reader, to impress upon his memory the name and superior qualities of the product advertised, to convince the reader, and to induce him to purchase (20).

Since the first aim of the written advertisement is to attract the attention of the prospect, it may be well to inquire into some of the methods employed in attaining this end (21). Classifying attention as voluntary and involuntary, the advertisement needs particularly to gain the latter since it is the more easily sustained (22). The advertisement attempts to switch the reader's consciousness from the thought track his mind has been following to the route of the advertisement's particular appeal (23). The laws of color, contrast, proportions of figures in illustrations, effects of repetition, intensity of presentation, recency, association of ideas, and many others have been studied and worked out both in the psychological laboratory and in advertising practice (24).

It has been determined experimentally, for instance, that at a single glance one can usually read about four words. On the other hand, in a single glance at an illustration one can see as much as could be told in a whole page of printed matter (25). The picture language is universally understood and is grasped more readily than the printed word. One of the chief reasons

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17. P-348.

18. F-30.

19. J-83.

20. I-76.

21. F-30; K-170; M-6.

22. F-30.

23. J-86.

24. K-170; O-150.

25. M-140.

why people peruse the advertising pages of a magazine is the fact that they like to look at the pictures (26). In general, the illustration in an advertisement should have the double function of attracting attention and assisting perception. One notices those illustrations which have something to say and which say it plainly. One normally disregards those things which do not awaken in him a perception (27).

The use of color as an attention getter has long been recognized. In general it may be used either for the purpose of reproducing the product as sold, or as an appeal to the emotions (28). In the latter use, colors have been found to have a tendency to produce impressions upon the observer which are of importance in advertising. For instance, red is used to represent power, warmth, action, aggression, excitement or passion. Blue is quiet, thoughtful, passive, and suggests cold, reserve or dignity. Yellow is luminous and cheerful, suggests light, and is an effective color as a background. The greatest abuse of color lies in overdoing it, or in employing two or more colors which do not harmonize, and the effect is irritating and the reader is likely to pass on without reading the advertisement (29).

Novelty of presentation is also recognized as a means of attracting attention. People are most apt to pay attention to those things that are novel or unique, either in themselves or in their presentation, since such things stimulate the curiosity of the observer (30).

The attention value of an object depends upon the contrast it forms to the objects presented with it, preceding it or following it. And when it is possible to throw into sharp contrast the faulty (or old way) with the improved (or new way), one of the most successful principles of advertising is observed (31).

Objects in motion involuntarily attract attention. In printed illustrations, motion is represented in many ways, such as by puffs of dust at the rear of a vehicle, or by omitting the spokes and merely showing the rim and hub of a wheel (32).

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- 26. F-37.
  - 27. M-145.
  - 28. F-41.
  - 29. F-41, 42; J-200.
  - 30. F-44; K-170.
  - 31. F-37; M-15.
  - 32. F-43; M-74.

One of the chief purposes in advertising is to evoke pleasing images in the mind of the reader, since a pleasant state of mind has a decided influence upon the memory (33). An unpleasant illustration should never be used simply to attract attention, with an attempt to explain in the text of the advertisement that your article is not like the one pictured (34).

The attention value of an object depends upon the number of times it comes before the reader. Constant repetition of a name makes a path in the mind of the consumer, and the consumer tends to take the path made ready for him by reiteration of a trade name. Short and frequent repetitions are probably better than those which are longer and less frequent (35).

The power of an object to force itself into one's attention is dependent upon the absence of counterattractions and the intensity of the feeling aroused. The presentation of an object should be undertaken vigorously, actively and earnestly, since if present thought has been associated with a thousand different objects, the next one most likely to be suggested is one with which it has been most vividly associated (36).

The power which an object has to attract attention depends also upon the ease with which one is able to comprehend it (37). The comprehension of a message depends upon the intelligence level of its readers (38). The comparatively prolonged attention which people give to the best examples of advertising would not thus be prolonged were it not for the fact that those advertisements were interesting and easily comprehended (39).

To gain and hold the attention of the public, however, is not the final purpose of an advertisement (40). The advertisement which attracts the initial attention only and fails to gain interest has left work unfinished at the very start (41). Noncommittal wavering attention must be transformed into a steady, trustful interest (42).

A study of the psychology of advertising has produced several classifiable methods of approaching readers. These are known to advertisers as emotional copy, reason why copy, narrative copy, human interest copy, testimonial copy and suggestive copy (43). The type of appeal to be used

33. D-204; F-51.

34. M-116.

35. D-196; M-24; N-65.

36. M-9, 29, 40; N-65.

37. M-18.

38. D-204.

39. K-170.

40. K-170.

41. F-46.

42. J-89.

43. E-474; S-98-107.



to arouse the interest of the prospective buyer differs with the product. Articles of an impersonal or mechanical nature are appropriately advertised by the use of narrative or reason why copy; articles with a distinctly personal use are most effectually the objects for emotional treatment (44). No two products can normally be sold by copy methods exactly alike (45). Copy and layouts of advertisements are analyzed to test their appeal to human emotions, instincts, interests and desires (46).

Having done his best to influence men's thoughts, the advertiser must know how to turn these thoughts into action. According to a fundamental rule of psychology, any thought or an act tends to result in that act unless it be interfered with by a stronger or contrary idea (47). Dynamic psychology has disclosed that the driving forces of the human machine are motives, desires, needs and wants. The universal presence of these wants guarantees only relatively slight stimuli need be applied to set the human being into action in order to satisfy them (48). The steps in the development of an acquired want are: the want, a search for the means to satisfy the want; the use of the discovered solution; satisfaction with the solution. After the above four steps have been repeated several times, the result is that the solution is now wanted for its own sake (49).

Behind his decision to buy or not to buy, each prospective consumer has one or more motives, and it is by appeal to these motives that advertising looks for its success (50). These buying motives or lines of appeal have been variously listed by writers on advertising as shown in the tables below:

Table I.

1. Gain or saving of money.
2. Some utility, such as use, necessity, convenience, happiness, love, moral considerations.
3. Pride and emulation.
4. Caution.
5. Some self indulgence or personal flaw; such as, vanity, laziness or appetite. (51).

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44. J-123.  
45. S-113.  
46. L-78.  
47. K-170.  
48. D-204.  
49. O-177.  
50. G-14.  
51. G-14.

Table II.

1. Health: sanitary, healing, preventative, shelter.
2. Pride or vanity: appearance, ownership, style, individuality.
3. Price: cheapness, long life, saving, durability.
4. Human traits: ambition, laziness (ease of operation), comfort.
5. Operation: ease, speed, economy.
6. Convenience: small space, time saver, efficient.(52).

Table III.

1. Profit or economy.
2. Health.
3. Pleasure and comfort.
4. Pride and vanity.
5. Affection and the social instinct.
6. Knowledge and progress. (53).

In the general economic scheme, it is the function of production to provide commodities that will satisfy human wants, and it is the function of advertising to show that certain products will satisfy certain wants, or satisfy them better than some competing product (54).

#### 4. Advertising for non-commercial purposes.

Thusfar in the presentation of facts bearing on this subject, the discussion of the principles and practices of modern advertising has been confined for the most part to those employed in the commercial world today to effect the sales of commodities. Let us now turn our attention to those advertising campaigns conducted for purposes other than sales. These are the so-called campaigns to influence public sentiment, and include political advertising, advertising to win strikes, advertising for general good will, and advertising national needs.

Before the days of the public sentiment campaign, the press agent was often used to get free publicity. And while the press agent still survives, paid advertising to mold public sentiment is being used more and more. Only recently has the world begun to understand the great power of advertising to accomplish things entirely outside the field of commerce. The public service corporation, the political party and even the national government are gradually coming to realize that advertising may be perfectly dignified, that people are greatly influenced by it, and that, if a cause is just, a straightforward statement over the signature of a responsible individual or company will more quickly change public sentiment than any other known means (55). From being considered as a business problem, pure and simple,

52. H-136.

53. I-75.

54. O-26.

55. F-271.

as it was in the beginning, advertising has become one of the more important and interesting sociological questions of the day (56).

During the presidential campaign of 1916, paid advertising played an exceedingly important part in the activities of both the great parties. In planning a political advertising campaign it is customary now to employ trained advertising men who study the problem just as a manufacturer studies the marketing problem (57).

Public sentiment has a decided influence on the success or failure of a labor strike. It can often force arbitration, and if it has been sufficiently aroused it can frequently bring one side or the other to speedy terms (58). This type of public sentiment advertising has been much used.

When a public service company has a virtual monopoly in its field, it is often eager to build up good will, not so much to increase the immediate sale of its services as to establish a strong foundation of popular approval. This in turn will serve as a bulwark against future competition that is likely to come. In 1916, the Pullman Company began a series of advertisements calling public attention to the various features of Pullman service, and reminding readers of the tremendous increase in the ease and comfort of traveling brought about by the developments in equipment and the service of that company. The American Telephone and Telegraph Company has been carrying on such a campaign for years (59).

Advertising national needs, commonly known by the name of "propaganda", sprung into wide use during the World War, although there are evidences that its use dates back at least as early as 480 B. C. Differentiating between the meanings of the terms "advertising" and "propaganda", one writer aptly states that "it is advertising when we do it, and propaganda when the other fellow does it" (60). This type of advertising was practiced by both the Allies and the Central Powers, but mention will be made herein only of its use by the United States.

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56. R-37.  
57. F-275.  
58. F-279  
59. F-281.  
60. U-17.

By Executive Order, dated April 14, 1917, the President of the United States created the Committee on Public Information, consisting of the Secretaries of State, War and Navy, and George Creel, a journalist, as chairman. It was designed to be the official source of news relating to Allied war activities and it issued a daily bulletin widely distributed for the special use of the press. Newspapers were requested to cooperate and to refrain from publishing unauthorized war news (61).

Subsequently, by Executive Order dated January 20, 1918, there was created the "Division of Advertising", under jurisdiction of the Committee on Public Information, for the purpose of "receiving and directing through the proper channels the generous offers of the advertising forces of the nation to support the effort of the government to inform public opinion properly and adequately". About 800 publishers furnished free advertising space in this campaign, valued at more than \$159,000 per month(62).

While there is specific record only of the mediums used and the value of the space occupied by this government advertising campaign, it is known that it was successful in assisting to attain the objectives of the government to a degree never attained by commercial campaigns. The people responded so generously as to cause even veteran optimists in the advertising profession to gasp with surprised joy (63). The evidence of its work was brought home to every citizen (64).

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61. Q-896.  
62. K-543.  
63. P-547.  
64. P-290.

#### IV. ANALYSIS.

The executive, the salesman, the labor leader, the military leader and many others are primarily concerned with influencing human minds (65). With reference to the means employed, the influence of the salesman is exercised through the medium known as advertising; that of the military leader through the medium known as "leadership".

The definitions of the word "leadership" are legion. The Encyclopedia of Social Sciences states, in part, that "leadership may be broadly defined as the relation between an individual and a group built around some common interest, and behaving in a manner directed and determined by him. It must be distinguished from two somewhat analogous relationships which flank its widely varying forms at each extreme. If the dominant individual holds his power holds-his-power by virtue of an external convention, such as custom or law, he becomes the agent of authority and the group consists not of followers but of subordinates. If, at the opposite pole, his position rests upon nothing more than his capacity to appeal to the members of the group through stimulating their emotions and offering suggestions to their instincts, he is to be classed as an agitator or as a demagogue (in the derogatory sense of this term) acting upon a mob in which individuals cease to be independent agents"(66).

Burns concludes that " the mass military leader and the mass civilian leader have much the same qualities, i.e., the power of arousing the minds of men and directing them to a common purpose", but differentiates between the technique required by the mass leader and the small group leader (67).

In the use of advertising to influence human minds through the medium of public sentiment campaigns, the most important requisite is the same as the essential requisite of commercial advertising --- there must be quality in the article advertised. The cause of the advertiser must be just. Advertising will only accelerate the failure of an organization if its

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65. K-170.  
66. E-282, Vol. IX.  
67. T-55.

product does not have quality; and advertising to create public sentiment will only injure the advertiser if the judgement of the masses considers his cause unjust (68). Advertising may be said to have progressed from a method of getting money to a promoter and regulator of business, a sociological force capable of producing results, and a most efficient agent for the moving of people for any just and beneficial cause (69).

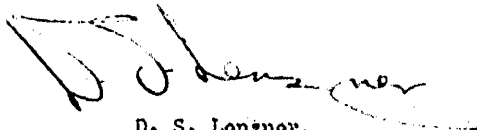
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68. P-270.  
69. R-579.

## V. CONCLUSIONS OF THE AUTHOR.

From a consideration of the above facts, it is the belief of this writer,

1. That the principles of modern commercial advertising are based almost entirely upon the principles of psychology.
2. That, insofar as the small group leader is concerned, the principles of commercial advertising disclose no solution to the problems of leadership which cannot also be found, and perhaps more directly learned, in a study of psychology.
3. That from the standpoint of the national leader, or the commander of the armies in the field during a national emergency (whose position becomes practically that of a national leader) the utilization of the principles of commercial advertising in the conduct of public sentiment campaigns, as practiced during the last war, will greatly assist in the military problem of arousing, controlling, molding and directing the minds of the nation in attaining a desired military end; provided, that the desired end is considered just by the masses. And since in a major emergency, a large proportion of the nation's physically fit population will also be, or eventually become, soldiers, the employment of commercial advertising principles as practiced during the last war through the Committee on Public Information will exert a tremendous influence in the problem of leadership of large groups.

From his knowledge of the psychology of the American soldier, however, the writer cannot escape the conviction that, in order to be effective, this advertising must emanate from some central national source, and cannot appear to the public as having been instigated by the military leader himself for the purpose of self-aggrandizement.



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- T- *Psychology and Leadership. By John H. Burns.* (S)  
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- U- *Psychology and Leadership. (M 209 C-73 D4E 7F8)* (S)  
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NOTE: Letters in parentheses following titles of books indicate library sources as follows:

- (S) - Command and General Staff School Library.
- (P) - Personal Library.
- (L) - Leavenworth City Library.
- (U) - University of Kansas Library, Lawrence, Kansas.