



Benvinda...
a pausa
que refresca

Flit is a potent insecticide...
certain death to mosquitoes, flies, moths, ants, and many other pesky insects.
Get Flit today!

Todo mundo vê chegar com prazer o momento e o lugar do repouso. A sede nos diz quando: e o conhecido cartaz vermelho que lê "Tome Coca-Cola", indica onde... gozar a pausa que refresca.



百年麦肯

McCann-Erickson
and the Pioneering of Global Advertising



501 PORTATI AD OGNI ESPERIENZA.

Beech-Nut
FRUIT DROPS

Refreshing as
fresh fruit

5

L' O R É





龙媒广告选书

百年麦肯

McCann-Erickson
and the Pioneering of Global Advertising



麦肯·光明广告公司

中国物价出版社

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前言

有人说，人类历史上最伟大的天才在20世纪，这种说法我十分赞同。历数数千年悠久历史中影响人类发展的最重要的100位伟人，在20世纪中被公认的就只有16位。其中大多数为科学家与发明家、政治、军事领袖、乃至哲学家与宗教领袖，尚未出现与资讯传媒有关的伟人。或许，历史将在21世纪展现出另一番景象，延续上世纪末，一个属于资讯、信息与传播科技的未来年代，会让人们对历史有不同的看法。

公元1902年（清光绪27年），当古老的中国正处于动荡的年代，西方国家的现代科技发展已进入了一个新纪元：亨利·福特推出T型轿车；伦琴发现X射线并因此获得诺贝尔奖；马可尼的无线电报成功地跨越了大西洋；莱特兄弟制造了第二架实验飞机并做了一千多次成功飞行；爱因斯坦提出狭义相对论；亚历山大·贝尔发明电话；托马斯·爱迪生发明电影摄影机和放映机，以及各式各样的家庭电器等等。

与此同时的太平洋彼岸，美国本土在结束了南北战争之后政局稳定，并且积极发展国内经济，以至商业发达，市场销售力与消费者生活水平普遍提高。同一时期，广告公司如雨后春笋般相继成立。在纽约曼哈顿，最为成功、最为有突破性发展的广告公司，当属麦肯广告公司(The H.K. McCann Company)与埃里克森广告公司(The Erickson Company)。

时至今日，在麦肯庆祝百年志庆之时，我已经加入这个企业大家庭21年了。当年进入麦肯广告公司，第一种感觉是这家企业很大、很强、很有实力、很专业，代理很多世界大品牌，所以满心的喜悦，好像进入了一所广告大学，每天都有机会学习和接触新的广告讯息，交流知识。这种感觉是在我加入麦肯之前的7年广告生涯里没有的。

对于广告公司而言，文化与历史从来就不是重点，更不用谈传统这两个字。但麦肯的广告经营理念与创意哲学：Truth Well Told（善诠涵意，巧传真实）一直影响着我，就这么精简的广告真言，让我过去20年仍然觉得广告与创意很有挑战性，很有吸引力。

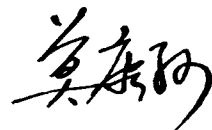
慢慢地，从各种文献，长辈们茶余饭后的谈话，来访者的演讲，国际研讨会，我开始看到麦肯的历史与文化带给公司深远的意义，它一直影响着这家企业，随着时代、社会以及经济体系的变化而顺应发展，并且经营得十分成功。在开始的85年，几乎每十年有一次重大的突破，例如最初的年代1902~1919年，埃里克森广告公司刚刚发展，而麦肯广告公司已经建立了全国性(美国)的广告网络。1919~1929年，麦肯又把业务延伸到欧洲市场，而1930~1939年，麦肯与埃里克森合并成为一家庞大的广告公

司(McCann-Erickson);1940 ~ 1949年,公司广告的发展专注于电视媒体与跨国客户;1950~1959年,哈珀先生重组公司业务以迎接另一个重要年代,就是1960~1969年全球性广告的崛起与潮流;1970~1979年,是创意无限延伸的年代。而到了20世纪80年代,我开始亲身经历这家企业的经营与运作。在过去的20年里,我经历过四位全球总裁的领导与四次麦肯全球大会,每一次都有很明确的方向与策略。纵观领导层制定的目标,由决心做全球最大最好的广告公司,到发展成为包括广告公司、媒体购买、公关营销、活动营销、医疗保健营销、互动关系营销、品牌营销在内的从事整合传播的麦肯集团。这是麦肯的一种传承,一种力量;一种对广告的热情,一种处事态度,以及不屈不挠的敬业精神,正是它造就了一家企业,一家连续三年(1998、1999、2000年)在《广告周刊》(Ad Week)杂志评选中荣获全球最佳广告公司美誉的企业,一家享誉百年的广告企业。

本书原文前言里有这样一段文字:“本书致曾经为麦肯广告公司服务过的员工们,他们在过去付出的努力比这本书的内容重要得多,也比我们有限的历史记载文献更有价值。”

作为一名麦肯的员工,我觉得很自豪,因为我们每一位员工的付出都影响着这个企业的发展;而这个企业的成功也是我们每一位员工的成功,我们的努力都为我们的公司所肯定。

希望这本《百年麦肯》让我们回首过去的辛劳,也让读者了解这一企业如何随着历史与经济的演变,跨越时空、国界及文化的发展,让我们这些正在为广告疯狂的广告人秉承过去,继往开来。



北京总经理
大中华区执行创意总监
亚太区协理

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第一章 初创时期

1902-1909

1930年10月初,一则广告宣布:
“在服务 and 代理领域多年来被公认为
一体的两个长期合作伙伴,现合并于
同一名下。”

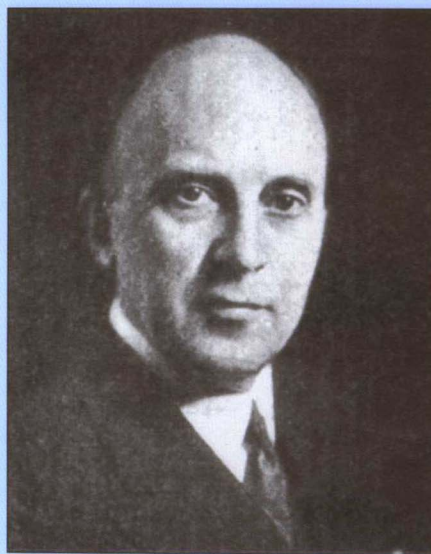
这就是麦肯广告公司 (The
H. K. McCann Company, 以下简称为
麦肯公司, 成立于1912年) 及埃里克
森广告公司 (The Erickson
Company, 以下简称为埃里克森公
司, 创建于1902年) 的合并声明。这
是当时广告界最大的合并案, 它将创
立者在所想所为等方面已经达成共识
的纽约两家老牌公司合而为一。

阿尔弗雷德·埃里克森 (Alfred
W. Erickson) 和哈里森·麦肯
(Harrison K. McCann) 两人创立各
自公司的过程有一个共同点, 而这一
特点在广告史上并不常见。两人成立
各自的公司前均做过广告客户的广告
经理, 后来各自将他们从前的雇主作
为各自公司的第一个客户。

对于麦肯公司来说, 它第一个
客户——新泽西标准石油公司
(Standard Oil Company) 是它在欧
洲和拉美拓展业务的趋动力, 一定程
度上也为麦肯公司日后成为全球领先
的广告公司奠定了坚实的基础。



阿尔弗雷德·埃里克森



哈里森·麦肯

就双方的创立者而言，他们对客户业务的热情和倾力投入使他们与客户之间建立起数十年的品牌服务关系，埃索（Esso）、凡士林（Vaseline）及戴尔蒙特（Del Monte）这些做广告伊始就由麦肯公司服务的客户，21 世纪仍出现在麦肯公司的客户名单中。

阿尔弗雷德·埃里克森的所有客户都认为他是一个非凡的企业家。他为许多客户的业务倾注了大量精力，并参与他们的销售和经营决策，甚至服务于他们的董事会，这实际上做了自己的客户。有人说他“可能是惟一个在华尔街和麦迪逊大道都赫赫有名的广告人”。

而对于哈里森·麦肯，人们认为他做广告经理的经历对树立麦肯公司经久不衰的企业精神起到了重要作用。1951 年，在一次职员大会上，哈里森·麦肯说，“我在组建自己的广告公司之前曾经在企业工作了将近十年，这无疑将建立良好组织的必要性和只有一个好的组织才能强大无比、经久不衰的观念植入了我的脑海。”麦肯公司当代的几位主席事业成型时期也都是在广告主方面度过的。尤金·库麦尔（Eugene Kummel）在华纳-兰伯特公司（Warner-Lambert）；威拉德·马基（Willard C. Mackey, Jr.）在斯威福特公司（Swift & Co.）、通用食品（General Foods）及可口可乐公司；罗伯特·L. 詹姆斯（Robert L. James）在 P&G 及高露洁公司。

McCANN- ERICKSON

INCORPORATED



The merger, under one name, of two groups of long-time friends, who, in standards of service and of agency practice, have thought as one for many years.

The New York Office
On or about October 15
285 Madison Avenue

New York	Chicago	Cleveland	San Francisco	Los Angeles	Seattle	Denver
Montreal	Toronto	Winnipeg	Vancouver	London	Paris	Frankfort a.M.

1930 年 10 月 2 日，合并后的新公司发布的第一张广告。

埃里克森创业之始

1902

被亲切地称作埃里克的阿尔弗雷德·埃里克森是白手起家并获得成功的典范。他1876年10月15日生于纽约的法默米尔斯，父母是瑞典移民。他的正规教育结束于他在布鲁克林上完初中之后。

初中毕业后，他的第一份工作是在一家杂货店的仓库里负责装箱，19世纪的最后几年他一直呆在那儿。接着他成了办公室勤杂工，后来又进入克利夫兰发酵粉公司(Cleveland Baking Powder Co.)。他在那儿做到广告经理，一直到皇家发酵粉公司(Royal Baking Powder Co.)买下了那家公司。当时皇家发酵粉公司是最大的广告主之一，碰巧的是，埃里克森去世几年后的1936年，它也成了麦肯公司的客户。

新世纪到来后，埃里克森加入了纽约城的詹姆斯·麦克卡臣公司(James McCutcheon & Co.)，即麦克卡臣百货公司，成为该公司的广告经理。1902年，25岁的他辞了职，在杜安大街127号创建了自己的广告公司，麦克卡臣则成了他的第一个客户。他的公司当时叫A.W. 埃里克森广告公司(直到1913年，他才把公司改成股份有限公司，更名为埃里克森广告公司)。

在1902年，广告代理这一行业还刚刚完成从单纯销售杂志广告版面的代理商到自行为客户的产品设计广告和创作文案的服务商的转变。埃里克很快就



1902年阿尔弗雷德·埃里克森25岁时创建了自己的广告公司。

Kresch's Trade Mark Established 1862 in Germany



EMBROIDERY OPENING

SPRING, 1908

WE are now showing a large assortment of new Embroideries for the Spring season, including:

- Hand Embroidered Drawer Band Ruffles (3 yards to the pair) in neat designs, at \$2.00, \$2.50, \$2.85, \$3.25 to \$8.50 per pair.
- Hand Embroidered Motifs, on Handkerchief Laces, in choice designs, at 35c, 50c, 65c, 85c, 95c, \$1.35, \$1.50, \$1.75 and \$1.85.
- Hand Embroidered Chemise Bands, at \$3.00 and \$3.25.
- Hand Embroidered Corset Covers (partly made), at \$1.75, \$2.25, \$2.50, \$2.75, \$3.25, \$3.85.
- Soft Finished Cambric: Scalloped Edges (a splendid underwear trimming), sold in 4 1/4 yard pieces, at 65c, 75c, 85c, 95c and \$1.00 per piece.

A special lot of very fine narrow Swiss and Nainsook insertions for children's wear at the following special values:

At 15c, 25c, 30c, 35c. Reduced from 25c, 50c, 50c, 55c.

Also a number of fine narrow edges, in Swiss and Nainsook, at reduced prices, as follows:

At 18c, 20c, 25c, 30c, 45c. Reduced from 30c, 35c, 40c, 55c, 65c.

In addition we show a very carefully selected line of Swiss, Nainsook and Cambric sets, narrow edges and insertions for baby wear, flouncings, ribbon headings, galsos, bandings, all-overs, etc., in a large variety.

MAIL ORDERS RECEIVE OUR PROMPT ATTENTION

JAMES McCUTCHEON & CO.

Fifth Avenue and 34th Street, New York Opposite Waldorf Astoria

1908年的一则报纸广告。

埃里克森1902年辞去麦克卡臣百货公司的广告经理一职，创建了自己的公司，麦克卡臣纽约分公司成为他的第一家客户。麦克卡臣一直是麦肯公司的客户，直到1949年建立自己的广告部。

显示了百尺竿头更进一步的决心,他逐渐着手发展与客户密切的工作关系,为他们的产品推出建立在直截了当且浅显易懂的基础上的广告。

继麦克卡臣之后,埃里克森的早期客户还有菲亚特汽车公司(Fiat Automobiles)及克洛福特鞋业(Crawford Shoes)。1903年,这家只有六个人的广告公司接下了自己的第一家大客户——美国煤产品公司(American Coal Products Co.),为其巴丽特(Barrett)系列产品做广告。

巴丽特的主要产品是用于屋顶及其他防水用途的煤炭沥青(为了便于识别其主要产品,美国煤产品公司1915年更名为巴丽特公司)。在委托埃里克森公司之前,煤产品公司的副总裁(后来又成为总裁)威廉·哈姆林·奇尔斯(William Hamlin Childs)已经接触过两家广告公司。但他们都认为巴丽特的产品与竞争者的产品并无本质差异,广告没什么可说的。

但奇尔斯同埃里克森谈话时,埃里克森却看出了差异——差异也许不在于产品本身,而在于产品可以采用的营销方式。根据奇尔斯的话,埃里克森构想出了“巴丽特屋顶特别担保”的概念:在正确使用下,巴丽特屋顶材料20年有效。埃里克森对市场营销的洞察力不仅赢得了1.2万美元的广告预算,而且使这家客户与自己的公司建立了重要、长期而密切的合作关系。

埃里克森在巴丽特产品上突破性

Barrett Specification Roofs

Why Architects Recommend Them

THE modern building shown below has a large roof area. After careful investigation, the architect specified a Barrett Specification Roof because by so doing he absolutely made sure of the following:

First: That the specification afforded a fair basis for bidding by contractors, because it is scientifically and accurately drawn.

Second: That the roof would be constructed of the best materials in the best way.

Third: That the roof would undoubtedly last twenty years or more without any maintenance expense.

Fourth: That the unit cost, that is, the cost per foot per year of service, would be less than that of any other type he might select.

These are the reasons that have made Barrett Specification Roofs more popular than any other kind used on permanent structures. Whenever an up-to-date architect or engineer can use a Barrett Specification Roof he does so.

Special Note

We advise incorporating in plans the full wording of The Barrett Specification, in order to avoid any misunderstanding.

If any abbreviated form is desired, however, the following is suggested:

ROOFING—That is a Barrett Specification Roof and no other is to be specified, revised August 11, 1911, using the material specified and subject to the inspection requirements.

Smart-Woods, Limited,
Building
Winnipeg, Canada

Architects: Wootton & Carr, Winnipeg
Roofers: A. B. Hunter Co., Ltd., Winnipeg
Contractors: G. B. Ashfield Co., Ltd., Winnipeg.

THE PATERSON MFG. COMPANY, Limited
Montreal Toronto Winnipeg
Vancouver St. John, N. B.
Halifax, N.S. Sydney, N.S.

Copy of The Barrett Specification with roofing diagrams mailed free on request.

1914年的一则杂志广告。

煤炭沥青和屋顶防漏沥青帆布制造商——巴丽特公司的广告运动是埃里克森公司取得的第一个大的营销成功。这家公司在1903年前后成为埃里克森的客户时积压了一大批屋顶防漏产品。埃里克森审时度势,建议使用“巴丽特屋顶特别担保”的宣传概念,即如果使用者严格按照使用说明使用,巴丽特产品可以保证屋顶20年防水。这一广告运动为该产品在建筑商、承包商和屋顶商中开拓了广阔的市场。



The New York State Highway Commission is building \$50,000,000 worth of roads, using Tarvia in enormous quantities. This shows a stretch of State Highway at Rome, N. Y.



Plainfield, N. J., now has 36 miles of well-kept, tarvated roads like this, the result of a consistent and economical policy inaugurated in 1908.



Every foot of this forty mile boulevard between Washington and Baltimore is made automobile-proof with Tarvia. The greater portion of the twenty-eight mile Baltimore-Annapolis Boulevard is also tarvated.



There are many miles of these beautiful, model, tarvated roads in Washington. This is the White House driveway, tarvated in 1911.

TARVIA roads are not an experiment—they are well and favorably known in hundreds of towns throughout the country. Some of them are illustrated herewith. If you will read the comments under the photographs—we are sure you will find them very interesting.

Taxpayers in these communities are favorable to the use of Tarvia because it relieves them from the dust nuisance and gives them clean, easy-traction, automobile-proof highways.



The Merman-Coulee Road, near La Crosse, Wis., was satisfactorily tarvated last year for six miles at a cost which was greatly repaid by the resultant savings in maintenance. For rural highways Tarvia is ideal.



One of Cleveland's best residential streets (Belflower Road), tarvated with Tarvia in 1908. The photograph shows its condition in 1915 after 10 years' service without repairs.

Tarvia

Preserves Roads
Prevents Dust



From Portsmouth, N. H., through various towns to Kennebunk, Me., this favorite automobile road runs for 30 miles, all treated with Tarvia.



This road in Newton, Mass., is the heaviest travelled automobile route out of Boston. Nine years ago it was tarvated at a cost of 16¢ a yard, 1 mile, 16 feet wide, and is in fine condition today.

The use of this material in road construction is also a real economy, because *the reduction in maintenance expense more than offsets the original cost of the Tarvia.*

Tarvia roads are an asset to the community. They invariably mean—increased property values, more accessible markets and reduced transportation expenses.

As more and more taxpayers realize that at practically no extra expense they can secure waterproof, dustless and automobile-proof roads, more and more towns will build most of their highways with Tarvia exclusively.

Illustrated booklet on request



This Tarvia road at West Lafayette, Ind., was 10 feet under water in the floods of 1913, but that didn't hurt it a bit. The arrow shows highwater mark.



At Forest Hills, L. I., the Sage Foundation has invested its funds in a remarkable, model suburb built on "Garden City" principles. In 1911 the engineers built all roads with Tarvia and use Tarvia regularly for maintenance.

Special Service Department

The Barrett Manufacturing Company has organized a Special Service Department designed to aid taxpayers and road authorities in solving their local road and street problems.

If you will write to the nearest Barrett office, stating your conditions, the engineers of the Special Service Department will furnish prompt and valuable information.

If you want better and more economical roads, the Special Service Department can assist you.



The State Superintendent of Highways in New Hampshire thought 1000 a mile a reasonable maintenance cost for certain roads, but the City Engineer in Lewiston demonstrated that these fine surfaces could be had for 1.15 a mile—with Tarvia.



Ever since 1908 Madison, Wis., has been using Tarvia every year in increasing quantities converting its dusty, plain main road into less expensive, dustless, tarvated main roads.

BARRETT MANUFACTURING COMPANY

New York Chicago Philadelphia Boston St. Louis
Cleveland Cincinnati Pittsburgh
Detroit Birmingham Kansas City
Minneapolis Salt Lake City Seattle

THE PATERNON MFG. CO. Limited Montreal Toronto Winnipeg
Vancouver St. John, N. B. Halifax, N. S. Sydney, N. S.



A section of this road at St. Joseph, Mich., was treated with oil and another section with Tarvia. After a year's wear the oil treated section has been worn down 2 inches below the Tarvia. Tarvia adds years to the life of any main road, as this experience proves.

1916年的一则杂志广告。

埃里克森在巴丽特屋顶防漏产品上的成功，使巴丽特公司在1908年又把其“踏维亚”(Tarvia)路面产品的广告业务交给了埃里克森公司。在这则广告中，埃里克森展示了全美国使用“踏维亚”的路面，其中包括通向白宫的马路。

的成功带来了美国煤产品公司更多的广告业务。埃里克森接下了其新型路面产品“踏维亚”(Tarvia)的一笔8,000 美元的广告业务。“踏维亚”铺遍了美国的柏油路，甚至还铺到了通向白宫的车道上。

威廉·奇尔斯还涉足其他几家公司。其中一家是邦爱美公司(Bon Ami Co.)，一家生产柔性清洁香皂的公司。1890年，奇尔斯和他的一个堂兄共同组建了一个公司，成为邦爱美产品的独家销售代理。刚出壳的小鸡在自己从地上刨食前还可以依靠蛋黄中的养分生活几天，而不用费力的去刨食，奇尔斯从中得到启示，为自己的品牌找到了商标和口号。商标是一只刚出壳的小鸡，口号则是“还没有刨食吃”。用以比喻这种柔性清洁香皂很容易清洗金属、玻璃等物质表面。

虽然埃里克森并不享有想出这个口号的荣誉，但他却成为了邦爱美产品的首家广告代理商。更重要的是，他认识到了在广告和销售的维持已有的品牌识别的价值。

邦爱美产品及其广告业务开始时由奇尔斯的一位账目管理员负责，现在人们只记得他叫苏尔先生。据巴丽特公司志记载，这位执行人员曾拒绝埃里克森所做的建议，并且试图保持自己对邦爱美产品的控制。在埃里克森被否定的建议中，有一条是利用报纸提供的频繁登载的回扣来减少广告开销，这个建议其实非常合理。



1906年的一则杂志广告。

1909年的一则杂志广告。

CONGOLEUM RUGS

Washable, Sanitary, Low in Price

YOU will like Congoleum Rugs the more you see of them. The colors you admire at first will be just as pleasing months from now because they are permanent and won't fade.

Congoleum Rugs will lighten your housework. You don't have to lift, shake and beat them when you clean house. Just go over them with a mop. They are absolutely waterproof, and therefore sanitary. Constant washing will not affect them. They lie perfectly flat without fastening and won't kick or curl at the edges. This means dust cannot get under them.

Why They are Cheaper

We know that these points will appeal to you. And here is another argument of equal importance—Congoleum Rugs are very economical. Because Congoleum Rugs are made in large quantities by a new and wonderful process, we are able to offer them at remarkably low prices as follows:

Prices and Sizes

Prices of these goods in the Far West and Canada are slightly higher than those quoted.

3 feet x 3 feet \$5.60 each	4½ feet x 6 feet \$1.80 each
3 feet x 4½ feet .90 each	6 feet x 6 feet 2.40 each
3 feet x 6 feet 1.20 each	6 feet x 9 feet 3.60 each
4½ feet x 4½ feet 1.35 each	6 feet x 12 feet 4.80 each

These are all popular sizes and make Congoleum Rugs suitable for every room.

Congoleum Two-piece Rugs

We don't believe you have ever seen anything so novel or useful as Congoleum Two-piece Rugs. They are the achievement of the year in rug making. We make them in two pieces for easy handling. They have what has become known as the "invisible seam" so that when laid on the floor the pattern matches perfectly. Here is a rug that will cover the whole floor of your dining room or other large rooms and give you lasting satisfaction. Insist upon the genuine. Look for the name "Congoleum" on back of every one. Prices—9 feet x 12 feet \$7.50 each 10½ feet x 12 feet \$8.50 each

Their Great Beauty

Congoleum Rugs offer more for the money than any other floor covering of similar character. It's easy enough to put attractive designs and beautiful colors in a high-priced rug. But isn't it unusual to expect real beauty without paying a fancy price? Doesn't it interest you to know that Congoleum Rugs are not only very moderate in price but extremely attractive in appearance?

Handsome Rug Chart Free

We will be pleased to send you our rug chart, which beautifully illustrates, in colors, the various patterns. This will enable you to make your selections and order what you want from your dealer.

Congoleum Rug Borders

We make an attractive line of rug borders which are exact imitations of finely grained quartered oak. They come in bright or dull finish, light oak, golden oak and parquet designs. 36 and 24 inches wide. You can't tell these rug borders from the real wood. Circular on request.

Congoleum Floor Coverings

We make over forty different patterns in all the latest shades and colors, in rolls 72 inches wide. These floor coverings are suitable for any room in the house. They lie flat without fastening. They are absolutely waterproof. Circular on request.

UNITED ROOFING & MANUFACTURING CO.
 Department of Barrett Manufacturing Company
 Philadelphia Chicago Boston Los Angeles San Francisco Seattle
 Montreal Toronto Winnipeg Vancouver Sydney, N. S.
 St. John, N. B. Halifax, N. S.

The rug on the floor is No. 50, size 6 x 9 feet. It sells for \$3.60.

1916年的一则杂志广告。

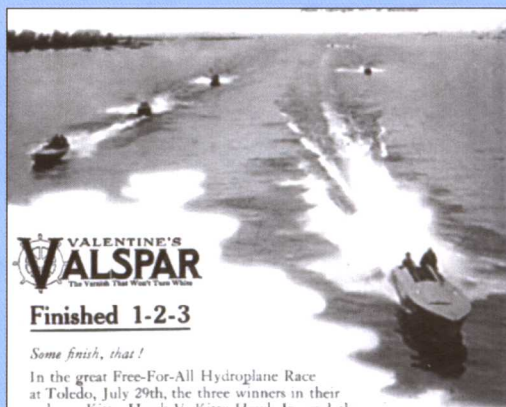
康格莱姆公司(Congoleum)主要由埃里克森发布广告,是巴丽特的子公司。巴丽特康格屋顶材料分公司的经理认为,康格莱姆公司生产的单色沥青毡子也可制成优良的地板。在当时很多人买不起地毯的情况下,埃里克森建议把毡子上画上像波斯地毯那样的精美图案。后来,在1913年,埃里克森同这位经理一起从巴丽特公司手中买下了这家公司。

提出用小鸭替换小鸡,并使用“永不刨食”这一新口号时,他与埃里克森的冲突达到顶点。按照苏尔的意见小猫或其他动物也会出现在埃里克森接手后的新广告中。据说这个放弃公众已经熟悉的形象和口号的想法令埃里克森大为震惊,他坚决反对,并成功保住了“小鸡”商标和原来的口号。

埃里克森后来也成了邦爱美公司的小股东。他继续加强同杰出企业家奇尔斯在其他领域的密切合作。1928年广告行业杂志《印刷者油墨》(Printer's Ink)刊登的埃里克森的讣告上称他为“广告业伟大的支持者之一”。举例来说,1913年,埃里克森自己作为买家之一,积极参与买下美国煤产品公司康格莱姆分公司并建立康格莱姆-奈恩公司(Congoleum-Nairn Co.)的行动。埃里克森发现,给单色的沥青毡布绘上图案就能吸引一大批热切希望自己的地板有精美图案而又买不起地毯的消费者。

生产瓦尔斯帕(Valspar)船舶涂料的瓦伦丁公司(Valentine & Co.)也是埃里克森成功营销的范例。和巴丽特的广告活动一样,这次成功也是基于“如有质量问题立即退款”的承诺。为了把瓦尔斯帕变成一种家具涂料,埃里克森策划了“1,000 美元涂料测试”的广告活动及提出有力的广告口号——“瓦尔斯帕——永不褪色的涂料”。

在这一则广告中画面上一个人正向一张涂了瓦尔斯帕的桌子倒开水,文案则说:“瓦尔斯帕是涂面制作的一项



VALENTINE'S VALSPAR
The Varnish That Won't Turn White

Finished 1-2-3

Some finish, that!

In the great Free-For-All Hydroplane Race at Toledo, July 29th, the three winners in their order,—Kitty Hawk V, Kitty Hawk Jr., and the Peter Pan V., were all Valsparred boats. This is not so remarkable a coincidence as it might seem, for nearly every other entry was Valsparred. But it speaks volumes for "the varnish that won't turn white" when the fastest boats of their class select Valspar as the best varnish they can use. In this race the Kitty Hawk V showed a better speed than 47 miles an hour.

Some durable varnish to stand that,—eh? —you'll be surprised to find how many of them use Valspar.

And on August 1st, the Speejects, the fastest gasoline cruiser in the world, won a 32-mile race with the Shadow, at Put-in-Bay, with an average speed of over 29 miles an hour for the course.

These men test everything that goes on their boats,—insist on having the best,—get the idea?

When your boat is overhauled this winter, have her varnished from stem to stern inside and out, with three good heavy coats of Valspar.

And the Speejects is a Valsparred boat.

Notice the winners all over the country.

Write for nearest dealer's name, instructive book on how to varnish boats, and free two-ounce sample can.

VALENTINE & COMPANY, 456 Fourth Avenue, New York
NEW YORK CHICAGO BOSTON Established 1911 TORONTO PARIS AMSTERDAM

1913年的杂志广告。



\$1,000 Varnish Test!

Valspar is a wonderful discovery in varnish making. The boiling-water test shown above does not injure it. We offer \$1,000 if it does.

VALENTINE'S VALSPAR
The Varnish That Won't Turn White

If a cup of coffee is upset at dinner, for instance, you need not bother to lift the cloth if the table-top is varnished with Valspar. Even if the liquid stays there until it dries, no harm will be done.

Neither will hot dishes hurt Valspar. To clean it—wash it. No fussing.

with smelly oils or waxes to keep it in fine condition. Furniture dealers are now beginning to sell tables, chairs and various other articles varnished with Valspar. It is worth taking a great deal of trouble, if necessary, to get this kind. Look for the label—"Varnished with Valspar."

Write to-day for free 2-ounce sample can of Valspar with testing paper for you to prove to your own satisfaction that every claim we make is true. With it we will send booklet and name and address of your nearest dealer.

VALENTINE & COMPANY, 456 FOURTH AVENUE, NEW YORK
NEW YORK CHICAGO BOSTON Established 1911 TORONTO PARIS AMSTERDAM
W. P. FILLER & CO., San Francisco, Agents for Pacific Coast

TRADE VALENTINE'S MARK

1913年的杂志广告。



A rush of live steam—a flood of boiling water—and the varnish wasn't harmed! (Be sure to read the letter!)

READ the letter opposite about the Valspar that was drenched with *the* steam, drowned in *scalding* water—and was none the worse for the experience.

It ranks with the story of the refrigerators in Macy's mammoth Department Store in New York City, where a good ordinary varnish was all gone in three months but Valspar, after two years of very hard wear, is still in perfect condition.

(Or the now universally known test of pouring boiling water on a Valsparred table, and leaving it uninjured.

Or the untold stories of countless housewives who now mop their varnished floors with hot water, who disregard splashings in bath room, kitchen, pantry and laundry—because of Valapar.

We sell Valspar—and guarantee it to be satisfactory or your money back.

Printed instructions for using Valspar correctly and a set of beautiful

Decide on Valspar now and let us supply you.

Decide on Valspar now and let us supply you.

Messers, Valentine & Company,
New York City

Downloaded from <http://mml.oxfordjournals.org/> by [\${}^{\text{IP}}\$] on [\${}^{\text{DD}}\$] [\${}^{\text{MM}}\$] 2015

James Burns

I have used Valpar for a number of years on boats of all kinds with good success, never had any trouble with the varnish turning white or cracking, although subject to the hardest kind of service.

Last summer I built a new residence for myself. The floors and woodwork are all oak, and after having such good success with Valparaiso on my house, I thought it would be just the thing for our floors and all the inside finish.

I gave the floors two coats of Valparaiso. Some little time after we moved in this Fall, when letting the air out of one of the radiators, we have a hot water heating system. I broke the valve off, and the result was that a stream of almost boiling water came out and ran all over the floors and covered them with two inches of very hot water. This water ran in

This water stood on the floors until we could get it mopped up, so hot you could not touch the cloths, towels, etc., which we used in soaking up the water. I thought sure our floors were ruined, but it never hurt them a particle. I would not have believed that any varnish could stand anything like that without turning white.

I saw this myself so there is no chance for a dispute.

Yours truly,

Sigmund J. HENRIKSEN, Editor

(Dealers' Names)

1915年为瓦尔斯帕做的杂志广告。

生产瓦尔斯帕船舶涂料的瓦伦丁公司1910年成为埃里克森的客户。为了把瓦尔斯帕变成一种家具涂料，埃里克森策划了“1,000美元涂料测试”的广告活动。

神奇发明，用开水也烫不坏它。如果开水能烫坏它，我们赔偿 1,000 美元。”

瓦伦丁公司也是埃里克森乐于拥有股份并参与决策的客户之一。

在为邦爱美公司和康格莱姆公司做广告的过程中，埃里克森开创了自己闻名于世的独特广告方法：在一些像《星期六晚邮报》(Saturday Evening Post) 这样发行量巨大的杂志上刊登整页的四色广告。1913年报刊发行审计局(Audit Bureau of Circulations)创建时，他被委以重任，很可能就与他的这种广告方法有关。报刊发行审计局是一个行业协会组织，专门负责核查会员刊物宣称的发行量是否属实，以便广告主能够确定他们花钱买来的读者量。

从1902年创立日起，埃里克森公司便开始腾飞。到了1910年，杜安大街的办公室对它来说已经太小了。拥有50名员工的埃里克森公司搬到了第四大街381号，占了整整一层楼。

埃里克森本人也已经明确地形成了自己独特的作业方式，不仅同客户建立了密切的业务关系，私人关系也相当紧密。1904年，威廉·奇尔斯的儿子理查德从耶鲁大学毕业，他对写作十分感兴趣，于是他父亲让他去给埃里克森当学徒。1913年埃里克森将自己的公司变成股份公司后，理查德·奇尔斯(Richard Childs)和纽卡姆·克利夫兰(Newcomb Cleveland)一起成了他的少数几个合伙人。克利夫兰是克利夫兰发酵粉公司的家族成员，是埃里克森最早的雇员之一。■

第二章

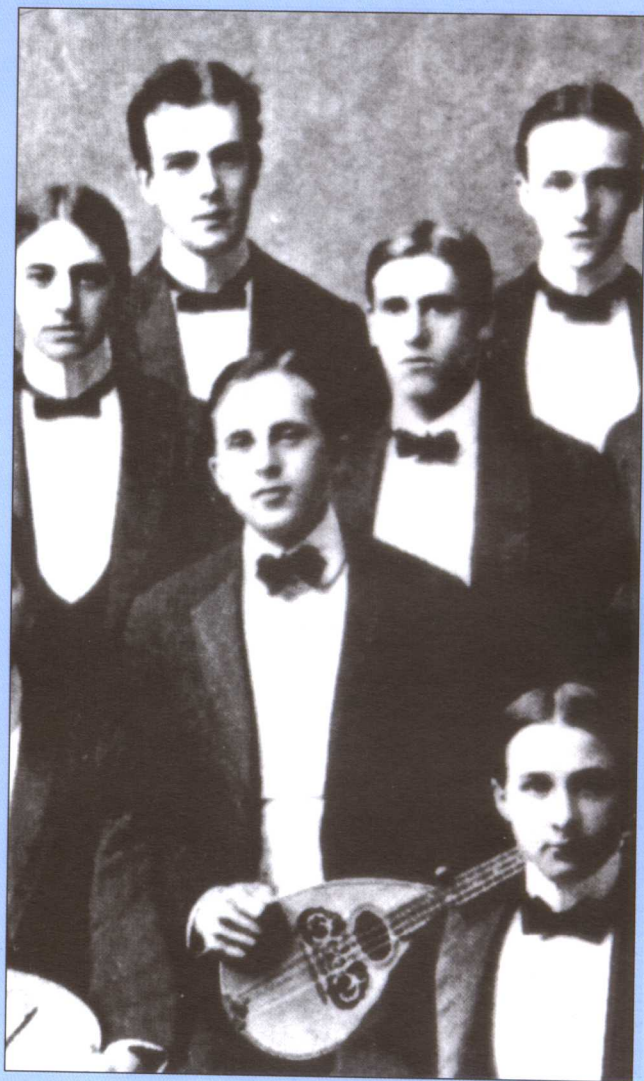
麦肯创建“全美广告公司体系”

1910-1919

1902年，在阿尔弗雷德·埃里克森创建自己公司的同一年，哈里森·麦肯正着手开始自己的事业。麦肯生于1880年11月，比埃里克森只小4岁，但入行的经历和途径却与埃里克森完全不同。

麦肯出生在新英格兰一个古老家族中。这个家族在17世纪移居到新罕布什尔，后来又搬到了缅因州，他的父母都出生在那里。1902年，麦肯从缅因州布卢斯维克的鲍登大学毕业。高中和大学期间，他在希拉姆·里克父子公司(Hiram Ricker & Sons)在波兰温泉(Poland Springs)的一家酒店工作。他从侍应生干起，然后当了办事员，后来又成了波兰温泉水的推销员，被派到了该公司在纽约的分公司。

被派到纽约后，担任过鲍登大学学生报刊编辑的麦肯在1903年换了工作，进入了当时仅有四个人的阿姆斯特丹广告公司(Amsterdam Advertising Agency)做文案撰稿人，兼做助理记账员。后来有一天，纽约电话公司的一个高级经理弗兰克·贝希尔(Frank Bethell)来请他的朋友、阿姆斯特丹广告公司的老板乔治·巴顿(George Barton)共进晚餐。但当时这位老板恰巧不在，麦肯就替他去了。



摄于1901年。

哈里森·麦肯(中间持琴者)和鲍登大学曼陀林俱乐部成员合影。大学三年级起，他就是俱乐部的领导人。麦肯在缅因州和鲍登大学的社交活动对他日后的事业具有十分重要的意义。到1920年，麦肯广告公司除他本人之外还有七名鲍登校友，好几个都是上层管理人员。