

A DICTIONARY OF  
**BUSINESS**  
*Quotations*



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**BUSINESS**  
*Quotations*

Compiled by  
SIMON JAMES  
and  
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# PREFACE

The quotations in this book are broadly of two kinds: what businessmen have said about themselves and their activities and what others have said about them. Tracking the quotations down has not always been easy for, as Thornton Wilder said, 'Businessmen aren't writers' [Topic 27, Quotation 35] and, in the words of Oscar Wilde, 'it is very vulgar to talk about one's business' [25.85]. Few have believed with Daniel Defoe that 'a true-bred merchant is a universal scholar' [27.11]. We have enjoyed our task, despite all its difficulties, and hope that our readers will find both pleasure and profit in browsing through this collection. For ourselves we expect, as Margaret Thatcher has put it, to find 'profit in other people's pleasure' [150.25].

We have compiled this dictionary both systematically (ploughing our way through, for example, many books on business both serious and humorous) and also by picking up quotations from our professional and general reading. Fortunately we have different tastes in fiction.

This book is in the same series as *A Dictionary of Economic Quotations* and *A Dictionary of Legal Quotations*. There is clearly a considerable overlap between Economics, Law and Business and it did not seem sensible to exclude a quotation simply because it had already appeared in one of the earlier books. However we were also concerned to avoid too much duplication and, as a result, for some topics further quotations will be found in the other volumes. We have also had to exclude some quotations for copyright reasons.

Like the earlier books, the quotations here are organized under topics (from Accounts to Workers). The list of headings (215 in all) precedes this preface. Not all quotations fit neatly into only one topic. If the reader is in any difficulty he or she is invited to consult the detailed Index of Key Words at the end of the volume. If the key word sought is the same as a topic title, the topic should be consulted first as the Index of Key Words does not usually repeat words appearing under the same topic. We have also provided an Index of Authors and Sources.

The key word index gives a two-figure reference for each quotation in which the key word plays an important part, the first figure referring to the topic and

the second to the quotation itself. Part or all of the quotation is given to indicate the context. For example, an entry under 'witch doctors' reads: 'Accountants are the w. 4.6'. This refers to the sixth quotation appearing under the fourth topic, Accountants. The numbers and the titles of the topics appear at the top of the pages, and within each topic the quotations are arranged alphabetically by author or source.

We have wherever possible given the dates of birth and death for deceased persons but have made no attempt to provide the dates of birth for living persons.

Those books of quotations (and there are many) which identify an author without giving a source can be more annoying than useful and may, furthermore, be misleading or even plain wrong. We have tried to avoid this fault. Wherever possible we have checked the original source. Quotations in foreign languages have been translated into English.

Words change their meanings over time. 'Business' for example did not acquire its trading and commercial connotation until the eighteenth century. However, we have not excluded an appropriate quotation simply because the earlier meanings were intended.

'A man', wrote Samuel Johnson 'will turn over half a library to make one book' (Boswell's *Life of Johnson*, 6 April 1775). The libraries turned over to write this one are mostly in the UK and Australia. We have also made good use of newspapers and magazines, one of which, the *Australian Listener*, ceased publication almost as soon as we quarried it for quotations (David Williamson's 'There is no-one quite as angry as someone who has just lost a lot of money' [124.101]. We are very grateful for the assistance of staff in a number of libraries, in particular those at the University of Exeter Library.

No dictionary is ever complete or without fault. Suggestions for additions and improvements for later editions would be very welcome and should be sent to the authors at the Department of Economics, University of Exeter, Amory Building, Rennes Drive, Exeter EX4 4RJ, UK.

Simon James  
Robert Parker  
University of Exeter

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# 1 ACCOUNTS

See also 3 ACCOUNTANCY, 4 ACCOUNTANTS,  
13 AUDITORS

- 1 It sounds extraordinary but it's a fact that balance sheets can make fascinating reading. **Mary Archer**, *Independent*, 'Quote Unquote', 7 January 1989
- 2 A Tradesman's Books, like a Christian's Conscience, should always be kept clean and clear; and he that is not careful of both will give but a sad account of himself either to God or Man.  
**Daniel Defoe** (c.1660–1731), *The Complete English Tradesman*, 2nd ed., 1727, vol. 1, letter XX
- 3 A Tradesman's books [of account] are his repeating clock, which upon all occasions are to tell him how he goes on, and how things stand with him in the world; there he will know when 'tis time to go on, or when 'tis time to give over . . . His books being so essential to his trade, he that comes out of his time without a perfect knowledge of the method of book-keeping, *like a bride undrest*, is not ready to be married; he knows not what to do, or what step to take.  
**Daniel Defoe** (c.1660–1731), *ibid.*
- 4 Next to being prepar'd for death, with respect to Heaven and his soul, a Tradesman should be always in state of preparation for Death, with respect to his books.  
**Daniel Defoe** (c.1660–1731), *ibid.*
- 5 A death-bed is no place, and a sick languishing body no condition, and the last breath no time for repentance; so I may add, neither are these the place, the condition, or the time to make up our accounts; there's no posting the books on a death-bed, or balancing the Cash-book in a high fever.  
**Daniel Defoe** (c.1660–1731), *ibid.*
- 6 The system of book-keeping by double entry is, perhaps, the most beautiful one in the wide domain of literature or science. Were it less common, it would be the admiration of the learned world.  
**Edwin T. Freedley** (1827–1904), *Practical Treatise on Business*, 1853, ch. VI
- 7 What advantages a merchant derives from double entry bookkeeping! It is among the finest inventions of the human mind; and every good householder should introduce it into his economy.  
**Johann Wolfgang von Goethe** (1749–1832), *Wilhelm Meister's Apprenticeship*, 1795–6, I, x
- 8 We like to feel that, not only do the figures in the balance sheet show you the true position, but that the real position is a little better still.  
**W.E. Hubbard**, speech to shareholders at the annual meeting, London and County Bank, 7 February 1901, *The Economist*, 1901, p. 204
- 9 Keeping accounts, Sir, is of no use when a man is spending his own money, and has nobody to whom he is to account. You won't eat less beef to-day, because you have written down what it cost yesterday.  
**Samuel Johnson** (1709–1784), *Boswell's Life of Johnson*, 30 March 1783
- 10 Did you ever fit [adjust] accounts with him?  
**James Kelly**, *Scottish Proverbs*, J721, D, no. 13
- 11 He's an articulated clerk. He seems to know his job. He can't get over the way our accounts are kept. He told me he never expected a theatre to be run on such business-like lines. He says the way some of those firms in the City keep their accounts is enough to turn your hair grey.  
**W. Somerset Maugham** (1874–1965), *Theatre*, 1937, ch. 1
- 12 The accounts are a snapshot of a business at a moment in time. Take a picture the following day and the scene may look very different. As with many of us, companies like to look their best when they are photographed and sometimes dress for the occasion.  
**M.A. Pitcher**, *Management Accounting for the Lending Banker*, 1979, pp. 13–14
- 13 O my good lord  
At many times I have brought in my accounts,  
Laid them before you; you would throw them off,  
And say you found them in mine honesty.  
**William Shakespeare** (1564–1616), *Timon of Athens*, 1607–8, act II, sc. II
- 14 Sir Anthony, I would send her, at nine years old, to a boarding-school, in order to learn a

little ingenuity and artifice. Then, sir, she should have a supercilious knowledge in accounts.

**Richard Brinsley Sheridan** (1751–1816), *The Rivals*, 1775, act I, sc. II

- 15 Learning to read a balance sheet does not take a great deal more intelligence than learning to read racing form, and is more consistently rewarding.  
**T. Sykes**, *Two Centuries of Panic*, 1988, ch. 23

## 2 ACCOUNTABILITY

- 1 The sovereign press for the most part acknowledges accountability to no one except its owners and publishers.  
**Zechariah Chafee** (1885–1957), *The Press Under Pressure*, 1948
- 2 Good men prefer to be accountable.  
**Sir Michael Edwardes** in **Ray Wild**, *How to Manage*, 1982, p. 164

## 3 ACCOUNTANCY

See also 1 ACCOUNTS, 4 ACCOUNTANTS,  
5 ACTUARIES, 13 AUDITORS

- 1 If you make the mistake of adding the date to the right side of an accounting statement, you must add it to the left side as well.  
**Anonymous**
- 2 An accountant's is a sensible yet glamorous occupation.  
**John Braine**, *Room at the Top*, 1957, ch. 2
- 3 Justice is not capable of being measured out by an accountant's computer.  
**Sir Nicolas Browne-Wilkinson**, *Observer*, 'Sayings of the Week', 22 November 1987
- 4 We have no desire to say anything that might tend to encourage women to embark on accountancy, for although women might make excellent book-keepers, there is much in accountancy proper that is, we think, unsuitable for them.  
**Council of the Institute of Chartered Accountants in England and Wales**, *The Accountant*, 14 September 1912, p. 341

- 5 Modern accountancy has developed into an elaborate art.

**Irving Fisher** (1867–1947), 'Income in Theory and Practice', *Econometrica*, vol. 5, 1937

- 6 Accounting: A respectable, conscious or unconscious way of disclosing, hiding or misrepresenting financial information to give a skillfully adapted economic picture of a company or its components.

**Paulsson Frenckner**, address to the 7th Annual Congress of the European Accounting Association, Saint-Gall, Switzerland, 1984

- 7 Accounting is conventionalized written statistical history.  
**Stephen Gilman**, *Accounting Concepts of Profit*, 1939, p. 604
- 8 The significance of periodic accounting profit is . . . the algebraic sum of the separate significances of the various conventions, doctrines, rules, and practices which at any particular time constitute the common law of accounting.  
**Stephen Gilman**, *ibid.*, p. 605
- 9 Accounting does not require an apologist even though it often requires an interpreter.  
**Stephen Gilman**, *ibid.*, p. 610
- 10 It may be said that in commercial or investment banking or any business extending credit success depends on knowing what not to believe in accounting.  
**Robert H. Jackson**, *Federal Power Commission v. Hope Natural Gas Company*, 1944, 320 US 591, 644 (fn)
- 11 The counting-house of an accomplished merchant is a school of method wherein the great science may be learned of ranging particulars under generals, of bringing the different parts of a transaction together, and of showing at one view a long series of dealing and exchange.  
**Samuel Johnson** (1709–1784), preface to **Richard Rolt**, *A New Dictionary of Trade and Commerce*, 1756
- 12 Accounting and control — that is *mainly* what is needed for the 'smooth working', for the proper functioning, of the *first phase* of communist society.  
**V.I. Lenin** (1870–1924), *The State and Revolution*, 1917, ch. 5.4
- 13 The current fashion for vigorous

quantitative analysis has thrown out the baby of relevance in the search for an unimpeachably hygienic variety of methodological bathwater.

A. McCosh and S. Howell in D. Cooper, R. Scapens and J. Arnold (eds.), *Management Accountancy Research and Practice*, 1983

- 14 There are few subjects, other than economics, that have succeeded in being simultaneously denounced by both academics and practitioners. Accounting has attained that pinnacle.  
Colin Mayer, 'The Real Value of Company Accounts', *Fiscal Studies*, vol. 9, no. 1, February 1988
- 15 As the proverb says: 'Frequent accounting makes for lasting friendship'.  
Luca Pacioli (c.1445–c.1517), *Particularis de Computis et Scripturis*, 1494, ch. 29
- 16 Accountancy is fun.  
E.E. Ray, speech to the West Yorkshire Society of Chartered Accountants, 28 October 1982
- 17 With 'creative accountancy', who needs cheating?  
Katharine Whitehorn, *Observer*, 25 January 1987

#### 4 ACCOUNTANTS

See also 1 ACCOUNTS, 3 ACCOUNTANCY, 5 ACTUARIES, 13 AUDITORS

- overdraft: I'm seeing my accountant.  
Barry Fantoni, *The Times*, 22 June 1985
- 5 Nowadays it isn't sufficient to be a good innkeeper; you must become a cost accountant too.  
Arthur Hailey, *Hotel*, 1965, ch. 10
- 6 Accountants are the witch doctors of the modern world.  
Mr Justice Harman (1894–1970), *Miles v. Clarke*, 1953
- 7 The accountant transcends the conservatism of the proverb, 'Do not count your chickens before they are hatched', saying 'Here are a lot of chickens already safely hatched, but for the love of Mike, use discretion and don't count them all' or perhaps some will die.  
H.R. Hatfield (1866–1945), *Accounting*, 1927, p. 256, n. 13
- 8 As an accountant I am by nature a pessimist.  
Hammond Innes, *The Strode Venturer*, 1965, pt. I, III
- 9 Everyone knew that as regards doing anything useful, accountants were much like eunuchs; they knew how it was done, but they couldn't do it themselves.  
James Leasor, *The Sea Wolves*, 1978, ch. 8
- 10 All in all, he looked the typical youngish chartered accountant of ability whose intelligence was so absorbed by his work that there was none left over for anything else.  
Bruce Marshall, *The Bank Audit*, 1958, ch. 1
- 11 Chartered accountants in Edinburgh . . . must be like pretty prostitutes in Paris: a good one waiting under every other lamp-post.  
Bruce Marshall, *ibid.*
- 12 And what have I achieved? Three women in my life and one of *them* turned out to be a chartered accountant over thirty!  
John Mortimer, *Two Stars for Comfort*, act I, sc. II
- 13 The whole affairs in bankruptcy have been handed over to an ignorant set of men called accountants, which is one of the greatest abuses ever introduced into law.  
Mr Justice Quain in A.H. Woolf, *A Short History of Accountants and Accountancy*, 1912, p. 177
- 1 An accountant is a man hired to explain that you didn't make the money you did.  
Anonymous
- 2 What is an inaccurate accountant good for? 'Silly man, that dost not know thy own silly trade!' was once well said; but the trade here is not silly.  
Edmund Burke (1729–1797), *Impeachment of Warren Hastings*, 7 May 1789
- 3 He was a CPA [certified public accountant] and looked it every inch. He even had ink on his fingers and there were four pencils in the pocket of his open vest.  
Raymond Chandler (1888–1959), *The Lady in the Lake*, 1943
- 4 Of course I'm doing something about my

- 14 A very gifted boy, very, very gifted. He should have been a mathematician, but he became a chartered accountant.  
**Nevil Shute** (1899–1960), *Beyond the Black Stump*, 1956, ch. 4
- 15 Accountants are a little like pollsters; they produce variable results from the same data. Predictive accounting is especially difficult because it depends on prior assumptions made by those who hire the accountants.  
*The Times Higher Education Supplement*, 13 March 1987
- 16 Yes, Virginia, accountants are people.  
**Robert Townsend**, *Up the Organization*, 1971
- 17 Men with accountancy training occupy positions in business from book-keeper to chairman. All of them will be referred to, often in a derogatory sense, as accountants.  
**R. Ian Tricker**, *The Accountant in Management*, 1967, pt. I, ch. 1

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## 5 ACTUARIES

See also 4 ACCOUNTANTS

- 1 An actuary is someone who moved out of accountancy because he couldn't stand the excitement.  
**Anonymous**
- 2 Actuaries have the reputation of being about as interesting as the footnotes to a pension plan.  
**George Pitcher**, *Observer*, 10 July 1988
- 3 Actuaries are to market research what brain surgeons are to foot massage.  
**George Pitcher**, *ibid.*

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## 6 ADVERTISING

See also 119 MARKETING, 172 SALES, 179 SELLING

- 1 The essence of good advertising is not to inspire hope, but to create greed.  
**Charles Adams**, *Common Sense in Advertising*, 1966
- The great art in writing advertisements is the

finding out a proper method to catch the reader's eye; without which a good thing may pass over unobserved, or be lost among commissions of bankrupt.

**Joseph Addison** (1672–1719), *The Tatler*, no. 224, 1710

- 1 The codfish lays ten thousand eggs.  
The homely hen lays one.  
The codfish never cackles  
To tell you what she's done.

And so we scorn the codfish,  
While the humble hen we prize,  
Which only goes to show you  
That it pays to advertise.

**Anonymous**

- 1 If you call a spade a spade, you won't last long in the advertising business.

**Anonymous**

- 5 If you've got nothing to say, sing it.  
**Anonymous**, Ken Hornsby, *The Padded Sell*, 1980

- 6 Nothing works faster than Anadin . . . So get nothing!  
**Anonymous**, *ibid.*

- 7 Remember, the client's indecision is final.  
**Anonymous**, *ibid.*

- 8 When business is good it pays to advertise; when business is bad you've got to advertise.  
**Anonymous**

- 9 Women come in two types: young and not so young.  
**Anonymous** advertising maxim

- 10 Advertising is of the very essence of democracy.  
**Bruce Barton** in James Beasley Simpson, *Best Quotes of '54, '55, '56*, 1957

- 11 The major part of *informative* advertising is, and always has been, a campaign of exaggeration, half-truths, intended ambiguities, direct lies, and general deception . . . Advertisements of the *non-informative* kind present a psychological museum of rare interest, but with some depressing exhibits.  
**A.S.J. Baster**, *Advertising Reconsidered*, 1935, ch. II, pp. 50, 70

- 12 Some sort of advertising — of information service to customers — is clearly absolutely essential in any exchange economy. But in

- practice, the truth alone is not commonly selected as a medium for advertising.  
A.S.J. Baster, *ibid.*, ch. III, p. 114
- 13 In advertising there is a saying that if you can keep your head while all those around you are losing theirs – then you just don't understand the problem.  
Hugh M. Beville in James Beasley Simpson, *Best Quotes of '54, '55, '56, 1957*
- 14 My idea of heaven is where all advertisements are true.  
Sir Chatres Biron in Gilbert Russell, *Nuntius: Advertising and Its Future*, III
- 15 The business that considers itself immune to the necessity for advertising sooner or later finds itself immune to business.  
Derby Brown in Tryon Edwards, *The New Dictionary of Thoughts*
- 16 The basic purpose of every advertisement is to induce a required response from the person to whom it is addressed.  
Robert Caplin, *Advertising – A General Introduction*, 1967
- 17 Advertising is the life of trade.  
Calvin Coolidge (1872–1933) in Tryon Edwards, *The New Dictionary of Thoughts*
- 18 We predict that advertising expenditures will be a function of sales in the previous time period at least as much as the reverse will be true.  
R.M. Cyert and J.C. March, 'A Behavioural Theory of Organizational Objectives', in M. Haire (ed.), *Modern Organization Theory*, 1959
- 19 You can tell the ideals of a nation by its advertisements.  
Norman Douglas (1868–1952), *South Wind*, 1917, ch. 7
- 20 Blessings on the man . . . who first invented the loud trumpet of advertisements.  
Edward Gibbon (1737–1794), letter to J.B. Holroyd, 25 September 1772
- 21 Socialists have never liked the advertising industry.  
Philip Hanson, *Advertising and Socialism*, 1974, ch. 1
- 22 Advertisements of commodities are addressed quite as much to the shopkeepers as to the consumers.  
R.G. Hawtrey (1879–1971), *The Economic Problem*, 1926, ch. XVIII
- 23 One of the chief aims of advertising is to produce the impression that the thing advertised is of a kind that everybody buys.  
R.G. Hawtrey (1879–1971), *ibid.*
- 24 Children have always been the focus of the advertising – but that is just because it was the easiest way of showing what the product was about.  
Len Heath (Advertising Manager, Birds Eye), *The Times*, 2 September 1985, p. 9
- 25 The science of advertising is the science of psychology.  
Elbert Hubbard (1856–1915), *Notebook*, 1927, p. 64
- 26 We are living so fast, and inventing so fast, and changing so fast, and there are so many of us, that he who does not advertise is left to the spiders, the cockroaches and the microbes.  
Elbert Hubbard (1856–1915), *ibid.*
- 27 All literature is advertising. And all genuine advertisements are literature.  
Elbert Hubbard (1856–1915), *ibid.*
- 28 It used to be that a fellow went on the police force after everything else failed, but today he goes into the advertising game.  
Elbert Hubbard (1856–1915), attributed
- 29 Advertising: The education of the public as to who you are, where you are, and what you have to offer in way of skill, talent or commodity. The only man who should not advertise is the man who has nothing to offer the world in way of commodity or service.  
Frank McKinney Hubbard (1868–1930), *The Roycroft Dictionary*, 1923
- 30 It is far easier to write ten passably effective Sonnets, good enough to take in the not too enquiring critic, than one effective advertisement that will take in a few thousand of the uncritical buying public.  
Aldous Huxley (1894–1963), 'Advertisement', *On the Margin*, 1923
- 31 No one should be allowed to talk about the *mot juste* or the polishing of style who has not tried his hand out at writing an advertisement of something which the public does not want, but which it must be persuaded into buying.  
Aldous Huxley (1894–1963), *ibid.*
- 32 Advertisements are now so numerous that

- they are very negligently perused, and it is therefore becoming necessary to gain attention by magnificence of promises and by eloquence sometimes sublime and sometimes pathetic. Promise, large promise, is the soul of an advertisement . . . The trade of Advertising is now so near to perfection that it is not easy to propose any improvement.  
**Samuel Johnson** (1709–1784), *The Idler*, 20 January 1759
- 33 Advertising may be described as the science of arresting the human intelligence long enough to get money from it.  
**Stephen Leacock** (1869–1944), attributed
- 34 You can fool all the people all of the time if the advertising is right and the budget is big enough.  
**Joseph E. Levine**, attributed
- 35 Undoubtedly some advertisements lead to fantasies. Life would be pretty intolerable without fantasies.  
**Lord McGregor** (Chairman, Advertising Standards Authority), *Observer*, 'Sayings of the Week', 31 August 1986
- 36 Ads are the cave art of the twentieth century.  
**Marshall McLuhan** (1911–1980) in Robert I. Fitzhenry, *The David & Charles Book of Quotations*
- 37 Of course no amount of expenditure on advertising will enable any thing, which the customers can fairly test for themselves by experience (this condition excludes medicines which claim to be appropriate to subtle diseases, etc.), to get a permanent hold on the people, unless it is fairly good relatively to its price.  
**Alfred Marshall** (1842–1924), *Industry and Trade*, 1919, bk. II, ch. VII, 7
- 38 The best ad. is a good product.  
**Alan H. Meyer** in J. Green, *A Dictionary of Contemporary Quotations*
- 39 Advertising lives in the kingdom of cliché and has been trying to improve its brand image since it first began.  
**Keith Miles**, *The Finest Swordsman in all France: A Celebration of the Cliché*, 1984
- 40 Advertising is both its own worst enemy and best advertisement.  
**Keith Miles**, *ibid.*
- 41 The advertising industry is an incestuous little business.  
**Russell Miller**, 'My Goodness We Need Genius', *Sunday Times Magazine*, 1 September 1985, p. 18
- 42 I may be old fashioned, but . . . I look with the utmost distaste at the advancement of permission for advertisement by chartered accountants and solicitors on television, in newspapers and so on.  
**Lord Mishcon**, House of Lords, 14 January 1985
- 43 Advertising is an incredibly powerful agent of male supremacy.  
**Jill Nicholls and Pat Moan**, *Spare Rib*, 72, July 1978
- 44 Advertising is the rattling of a stick inside a swill bucket.  
**George Orwell** (1903–1950) in Fred Metcalf, *The Penguin Dictionary of Modern Humorous Quotations*
- 45 Living in an age of advertisement, we are perpetually disillusioned.  
**J.B. Priestley** (1894–1984), attributed
- 46 It is no accident that countries with the highest levels of advertising per capita are also the wealthiest in terms of GNP per head.  
**W. Duncan Reekie**, *The Economics of Advertising*, 1981, ch. 8, sec. 6.
- 47 The Robbing Hoods of America [advertising men].  
**Will Rogers** (1879–1935) in Donald Day, *Will Rogers: A Biography*, 1962, ch. 13
- 48 Advertising is the manufacturer's shop window.  
**Gilbert Russell**, *Nuntius: Advertising and Its Future*, 1926, I
- 49 Advertising is the foot on the accelerator, the hand on the throttle, the spur on the flank that keeps our [American] economy surging forward.  
**Robert W. Sarnoff** in James Beasley Simpson, *Best Quotes of '54, '55, '56, 1957*
- 50 This advertisement is five days old.  
**William Shakespeare** (1564–1616), *Henry IV, Pt. I*, 1597–8, act III, sc. II
- 51 Yet doth he give us bold advertisement.  
**William Shakespeare** (1564–1616), *ibid.*, act IV, sc. I

- 52 We are advertis'd by our loving friends.  
**William Shakespeare** (1564–1616), *Henry VI, Pt III*, 1590–1, act V, sc. III
- 53 I by my friends am well advertised.  
**William Shakespeare** (1564–1616), *Richard III*, 1592–3, act IV, sc. IV
- 54 Advertising is capitalism's soft sell.  
**Sue Sharpe**, *Just Like a Girl*, 1976, ch. 3
- 55 Puffing [advertising] is of various sorts; the principal are, the puff direct, the puff preliminary, the puff collateral, the puff collusive, and the puff oblique, or puff by implication.  
**Richard Brinsley Sheridan** (1715–1816), *The Critic*, 1779, act I
- 56 Two ads a day keep the sack away.  
**Jeremy Sinclair**, *Sunday Times*, 21 August 1988
- 57 Advertising is selling in print.  
**Daniel Starch**, *Principles of Advertising*, 1926, pt. I, ch. I
- 58 Many a small thing has been made large by the right kind of advertising.  
**Mark Twain** (1835–1910), *A Connecticut Yankee in King Arthur's Court*, 1889, ch. 22
- 59 I know half the money I spend on advertising is wasted, but I can never find out which half.  
**John Wanamaker** (1838–1922), attributed
- 60 The only truly bad publicity is no publicity.  
**E.M. Wellings**, *Village Cricketers*, 1983, ch. 11
- 61 It is the glory and the boast of the skilful advertiser that he can make people buy things that they do not want.  
**Hartley Withers** (1867–1950), *Poverty and Waste*, 1914
- 2 Will the Government take steps to have the horse recognised as an agricultural animal?  
**Harry Greenway**, *Observer*, 'Sayings of the Week', 12 June 1988
- 3 'The farmers' . . . main concern is to plant seeds and grow rich.  
**Peter Hillmore**, *Observer*, 1 February 1987
- 4 A farmer is never satisfied; don't expect it.  
**E.W. Howe** (1853–1937), *Country Town Sayings*, 1911
- 5 The farmer of today is a businessman — he is no longer a serf. Of all men he is an economist. You can get along without lawyers, but the farmer is a necessity.  
**Elbert Hubbard** (1856–1915), *Notebook*, 1927, p. 116
- 6 Farmers did not trust the bankers as a rule, and certainly, as a rule, bankers did not trust the farmers.  
**Elbert Hubbard** (1856–1915), *ibid.*, p. 131
- 7 Farmer . . . A man who makes his money in the country and blows it in when he comes to town. (Farms were first devised as an excuse for the Agricultural Department at Washington.)  
**Frank McKinney Hubbard** (1868–1930), *The Roycroft Dictionary*, 1923
- 8 American farm leaders are correct in arguing that our agriculture still must look forward to a definite 'surplus' problem. What they tend to overlook, however, is of what our 'surplus' consists. Fundamentally America's long-term agricultural problem is not one of 'surplus' cotton, wheat or grapefruit. Rather it is one of 'surplus' farmers.  
**William H. Nicolls** in **P.A. Samuelson**, *Economics*, 8th ed. 1970
- 9 To the average British farmer, organic farming is about as relevant as caviar and a flight on Concorde.  
**Oliver Walston**, *Observer*, 'Sayings of the Week', 15 January 1989
- 10 When tillage begins, other arts follow. The farmers therefore are the founders of human civilization.  
**Daniel Webster** (1782–1852), *On Agriculture*, 1840

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## 7 AGRICULTURE

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- 1 Farmers are very good at turning grass into milk, but they are not so good at turning milk into money.  
**John Cochrane**, *Financial Review*, 11 April 1986



## 8 AMBITION

See also 32 CAREERS, 193 SUCCESS

- 1 Ambition, *n.* An overmastering desire to be vilified by enemies while living and made ridiculous by friends when dead.  
**Ambrose Bierce** (1842–1914?), *The Devil's Dictionary*, 1911
- 2 What seems to be generosity is often only disguised ambition — which despises small interests to gain great ones.  
**François, Duc de La Rochefoucauld** (1630–1680), *Maxims*, 1678
- 3 Ambition often puts men upon doing the meanest offices; so climbing is performed in the same posture with creeping.  
**Jonathan Swift** (1667–1745), *Thoughts on Various Subjects*, 1706
- 4 'Tis a common proof  
That lowliness is young ambition's ladder,  
Whereto the climber-upward turns his face;  
But when he once attains the utmost round,  
He then unto the ladder turns his back,  
Looks in the clouds, scorning the base  
degrees  
By which he did ascend.  
**William Shakespeare** (1564–1616), *Julius Caesar*, 1599–1600, act II, sc. I
- 5 There is always room at the top.  
**Daniel Webster** (1782–1852), attributed

## 9 APPRENTICESHIPS

- 1 There needs a long apprenticeship, to understand the mystery of the world's trade.  
**Thomas Fuller** (1654–1734), *Gnomologia*, 1732, no. 4943

## 10 ARTS

- 1 The works of art, by being publicly exhibited and offered for sale, are becoming articles of trade, following as such the unreasoning laws of markets and fashion; and even public and private patronage is swayed by their tyrannical influence.  
**Albert, Prince Consort** (1819–1861), speech, May 1851

- 2 Blessed are the pure in art.  
**Anonymous**

- 3 When I hear artists or authors making fun of business men I think of a regiment in which the band makes fun of the cooks.

**Anonymous**

- 4 I never thought that I would earn enough money from my pictures to make a living.  
**Francis Bacon**, *Observer*, 'Sayings of the Week', 26 May 1985
- 5 An artist cannot speak about his art any more than a plant can discuss horticulture.  
**Jean Cocteau** (1891–1963) in **James Beasley Simpson**, *Best Quotes of '54, '55, '56, 1957*
- 6 Efficiency is the enemy of originality and it can smother talent.  
**Sir Denis Foreman**, *Observer*, 'Sayings of the Week', 2 September 1984
- 7 I always suspect an artist who is successful before he is dead.  
**John Murray Gibbon** in **Robert I. Fitzhenry**, *The David & Charles Book of Quotations*
- 8 Theatres have to be run on obsessions.  
**Sir Peter Hall**, *Observer*, 'Sayings of the Week', 10 August 1986
- 9 Art has to move you and design does not, unless it's a good design for a bus.  
**David Hockney**, *Observer*, 'Sayings of the Week', 30 October 1988
- 10 Above all, in art work to please yourself . . .  
**Michelangelo** would not paint a picture to order.  
**Elbert Hubbard** (1856–1915), *Notebook*, 1927, p. 21
- 11 Art is only the best way of doing things.  
**Elbert Hubbard** (1856–1915), *ibid.*, p. 198
- 12 There are still too many in the arts world who have yet to be weaned away from the welfare state mentality, the attitude that the taxpayer owes them a living.  
**Richard Luce**, *Observer*, 'Sayings of the Week', 12 July 1987
- 13 No artist retires: he can't.  
**Henry Moore** (1898–1986), *Observer*, 'Sayings of the Week'
- 14 Conversations between artist and sitter are private affairs — like those that take place when you go to a doctor or a solicitor.  
**Bryan Organ**, *Observer*, 'Sayings of the Week', 11 December 1983

- 15 The task of the artist at any time is uncompromisingly simple — to discover what has not yet been done, and to do it.  
**Craig Raine**, *Observer*, 'Sayings of the Week', 21 August 1988
- 16 I am sorry somebody referred to Movies as an art . . . For since then everybody connected with them stopped doing something to make them better and they commenced getting worse.  
**Will Rogers** (1879–1935) in Donald Day, *Will Rogers: A Biography*, 1962, ch. 21
- 17 The manager of a theatre is a man of business.  
**George Bernard Shaw** (1856–1950), *The Sheaving-Up of Blanco Posnet*, 1909, preface
- 18 The notion of making money by popular work, and then retiring on the proceeds, is the most familiar of all the devil's traps for artists.  
**Logan Pearsall Smith** (1865–1946) in Rudolf Flesch, *The Book of Unusual Quotations*, 1959
- 19 Art is a human activity having for its purpose the transmission to others of the highest and best feelings to which men have risen.  
**Count Leo Tolstoy** (1828–1910), *What is Art?*, 1898, ch. 8
- 20 All art is quite useless.  
**Oscar Wilde** (1854–1900), *The Picture of Dorian Gray*, 1891

## 11 ASSETS

- 1 No one has a greater asset for his business than a man's pride in his work.  
**Mary Parker Follett** (1868–1933), *Freedom and Co-ordination*, 1949, ch. II
- 2 Cultivate courtesy as a business asset.  
**Elbert Hubbard** (1856–1915), *Notebooks*, 1917, p. 19

## 12 AUCTIONS

- 1 Auctioneer, *n.* The man who proclaims with a hammer that he has picked a pocket with his tongue.  
**Ambrose Bierce** (1842–1914?), *The Devil's Dictionary*, 1911

- 2 If they could forget, for a moment, the correggiosity of Correggio, and the learned babble of the saleroom and varnishing auctioneer.  
**Thomas Carlyle** (1795–1881), *Frederick the Great*, bk. I, ch. 6

## 13 AUDITORS

See also **TAC COUNTS**, **S ACCOUNTANCY**, **4 ACCOUNTANTS**

- 1 Auditors are the troops who watch a battle from the safety of a hillside and when the battle is over come down to count the dead and bayonet the wounded.  
**Anonymous**
- 2 An auditor is not to be confined to the mechanics of checking vouchers and making arithmetical computations. He is not to be written off as a professional 'adder upper and subtractor'.  
**Lord Denning**, *Fomento (Sterling Area) Ltd. v. Selsdon Fountain Pen Co. Ltd.*, 1958
- 3 Who says auditors are human?  
**Arthur Hailey**, *The Money Changers*, 1975, ch. 13
- 4 I don't want to know that I'm losing money three months after it has happened, so I've an auditor here almost full time.  
**Sir Freddie Laker** in Roger Eglin and Berry Ritchie, *Hy me I'm Freddie!*, 1980, ch. 15
- 5 An auditor is not bound to be a detective . . . He is a watch-dog, but not a bloodhound.  
**Lord Justice Lopes** (1828–1899), *In re Kingston Cotton Mill Co.* (no. 2), 1896
- 6 It is the duty of the auditor to see that the authority to charge is not made a pretext for extravagance or favouritism.  
**Mr Justice Lush** (1807–1881), *R. v. Cumberlege*, 1877
- 7 Any auditor, we know, is a watchdog and not a bloodhound, but a chartered accountant who fails to find a fraud when he has been tipped off about it is like a soldier who neglects to destroy his enemy on the field of battle.  
**Bruce Marshall**, *The Bank Audit*, 1958, ch. 1