The role of women in advertising

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THE ROLE OF WOMEN IN ADVERTISING

A THESIS
SUBMITTED TO THE FACULTY OF ATLANTA UNIVERSITY IN
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BY
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SCHOOL OF BUSINESS ADMINISTRATION

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I should like to acknowledge Dr. John Petrof, my thesis adviser, whose guidance and encouragement enabled me to complete this paper.
DEDICATION

To Milton Wilson, Jr., my husband,
and Dianne Lemon, my baby sister, I dedicate this paper.
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CHAPTER I

INTRODUCTION

Rationale

Visitors to advertising agencies, and advertising departments in businesses are often impressed with the charming women who work in them—the stenographers, secretaries, typists, clerks, etc. Less noticeable, perhaps because they are fewer in number are the equally charming women who work in the more responsible positions in copy, media, research, art, and sometimes in supervisory positions—the women the writer will talk about. They are the women who have demonstrated their worth in a field where men are often favored. ¹

Statement of the Problem

Alfred J. Seaman, president of Sullivan, Stauffer, Colwell & Bayles, in a speech at the annual college conference of the International Radio & Television Society advised students to ask themselves the following questions before embarking upon a career in advertising:

1. "Do I have an antipathy toward receiving and accumulating worldly goods? In fact, do I mind terribly the thought of being in the upper quartile when the sociologists study people by income groups?"

2. "Do I believe that contributing to the economic development of my company, my country, my world—which badly needs worldly goods and services—is a pursuit lacking in social significance and leading inexorably to intellectual and spiritual stagnation?"

3. "Am I against a career which will challenge me day after day and year after year to keep a wide variety of talents polished and ready, challenge me to stretch my mind to understand people and ideas, challenge me to embrace new ideas ahead of the parade, challenge me to be a student all my life?"

He advised any student who answered yes to either of the questions to consider seriously staying out of advertising. Why? Because (1) advertising will pay well, sometimes even handsomely; (2) advertising is primarily an economic tool, although its social usefulness has grown rapidly and will grow even faster in future years; and (3) advertising offers an opportunity for expression and self-realization for almost every type of talent.

Was Mr. Seaman appealing to the young men of the conference, or

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or did he appeal equally as well to the young women at the conference? A long time ago Sir Winston Churchill said: "Advertising nourishes the consuming power of men. It sets up before a man the goal of a better home, better clothing, better food for himself and his family." He had had no access to a recent survey which showed that women are by far the biggest buyers in the country today. They buy or influence the buying of 90 per cent of all household supplies, 94 per cent of all new homes, 70 per cent of men's underwear, 38 per cent of men's suits, 96 per cent of bathroom supplies, and order 89 per cent of all home remodeling jobs. Altogether, women spend 80 per cent of all take-home pay.

When the quote from Sir Winston Churchill was literally valid, it seemed logical that men should do the major amount of selling, hence advertising—for who knows better than other men the desires, fulfillments, goals of men, and who could better appeal to them? Why other men of course. But, living as we do in a petticoat economy with women doing 80 per cent of the buying, it is logical to assume that women should assume a major role in the selling. Logical, but is this what is happening? Do women play a significant role, least of all a major role in advertising—which is intermingled with selling?

The writer has endeavored to explore the advertising industry in the hopes of defining woman's role, her contributions to the field, problems faced by her, and her chances of advancement and success in the field.

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Methodology

To gather the data necessary to accomplish the objectives outlined in the preceding section of this paper, it was necessary for the writer to resort to secondary sources such as periodicals and governmental reports which were useful in providing the writer with the necessary perspective as well as a considerable amount of factual information regarding women and their role in the advertising industry.

While she relied heavily on recently published information, the writer found it necessary to gather the opinions of women who had recognizably succeeded in advertising concerning their roles in the field, and what they recognized as the role in general of women in the advertising industry. This was done through correspondence exchanged with nine of the industry's leading women and with the conduct of personal interviews with women in advertising in the Atlanta area.

From these sources, the writer has become aware of a problem, gathered information, formulated the hypothesis, and reached conclusions.
Significance of the Study

The writer hopes to give college women and other women who have an interest in advertising as a career some insight into the role that women play in the field; their chances of entering the field; what is expected in terms of preparation; and the outlook for advancement and success in the area.
CHAPTER II

DISCUSSION

A Comparison of the Number of Women and Men in the Advertising Industry

In a speech at the Advertising Federation of America's 1966 Convention of June 12, 1966, Margot Sherman, Senior Vice President of McCann-Erickson, Inc. made the following statements:

The really big number one problem in advertising today is the recruiting, hiring, training and keeping of good people. You can't pick up a paper from the LA's--or attend a symposium--without reading about or hearing the wailing that not enough good people are being attracted to advertising... or a prophetic statement about how many will have to be added in the next five or ten years. We are aware of the shortages not only of bright young people as trainees, but also of increasing shortages in middle management, and of the desperate need for trained executive talent.

...Yet here--right at our doorstep--smack in our midst--under our noses--is the largest source of work power... the most neglected source of talent and energy, ability and brains... the most wasted human resource in our society... women.

From Miss Sherman's speech, it is not hard for one to get the idea that the talents of women are not fully being utilized in the advertising industry. Just how are these talents being utilized and in what proportions to the talents of men?

Since World War II, the number of women in industry and business has increased phenomenally--until today they number a good deal more than a third of the total work force and have become such an integral part

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of the American economy that it would collapse if they all returned to the hearth.¹

Unfortunately, the number of women in jobs or professions requiring training, higher education or specialized knowledge has not kept pace. In fact, proportionately, in spite of population growth, it is not larger—and possibly a little less, than it was 20 or 30 years ago.²

With women already in jobs—and the women coming into the labor force—the number of executive positions for women is expanding, but not nearly in keeping with the numbers of women employed.³

In the advertising business, many women have made good—especially as writers or researchers. One top researcher once remarked that her Ph.D. makes up for her being a woman. This suggests that training is the key in advertising just as it is in most situations.⁴

Jo Foxworth, Vice President for Calkins and Holden, says there are not enough women in the advertising business—and too many of those who have made the scene are confined to "bit" parts.⁵

In a survey by Printers' Ink,⁶ it was discovered that the advertising agency world is overwhelmingly a man's world. Although women in these agencies may outnumber the men, the great majority are secretaries and clerical workers. Of the 1,509 employees in J. Walter Thompson's

¹Ibid., p. 4.
²Ibid., p. 9.
³Ibid., p. 5.
⁴Ibid., p. 13.
New York office, 819 are women and only seven of these 819 women are vice presidents as compared to 125 male vice presidents. The great majority are secretaries and clerical workers.¹

When questioned about the idea of equal pay, women always were prone to get sidetracked to the question of equal opportunity. They seemed to feel that even more important than the problem of equal pay is the problem of equal opportunity.²

David Ketner, Advertising Director of International Latex has made the observation that³ "women are the best salesmen that ever lived, and should have the top jobs in advertising--creative, advertising manager, and account executive--since these are the selling jobs." However, he said that women do not have these jobs for the following reasons:⁴

1. this is still the first generation of women in advertising,
2. women don't care enough, and
3. they spend too much time hiding behind their own skirts.

Richard Needham, Executive Vice President of Needham, Harper, and Steers in Chicago said that his Chicago office employs 178 women, 47 per cent of the total Chicago staff. Among these women, there are 41 who have professional responsibilities.⁵ This sounds good, and it

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¹Ibid.
⁴Ibid.
certainly is one of the better agencies as far as hiring women with
talent goes. However, when looking more closely at the figures, it
can be discerned that 24 per cent of the women employed are actually
holding responsible positions, while the women employed comprise 47 per
cent of the staff. This further develops into the fact that ten per cent
of all the employees are women who hold responsible positions. A very
good truism indeed compared to other advertising agencies. It is per-
haps the best situation next to Norman, Craig & Kummel, where 25 per cent
of their vice presidents are women.

Although the writer could find no published statistics as to the
numbers of men and women employed in responsible positions in advertising,
she was able to discern from published articles, the fact that there are
many more men than women, even though it is agreed that the sexes are
moving closer together. From a survey made by Printers' Ink and from
a speech made by Richard Needham to the Junior Women's Advertising Club
of Chicago—all already cited—she was able to discern that for seven adver-
tising agencies of the 3,300 in America, approximately seven out of every
100 of the responsible employees are women. Expanding this into the in-
dustry and allowing for discrepancies not taken into consideration, she
ventures to say that from five to ten of every 100 responsible employees
are women. She should like to point out here that she is disregarding
secretaries, clerks, clerical workers, etc., and is instead, taking into
consideration only those persons in executive positions.

1 Fred Decker (ed.), "Why Agencies Neglect Women," Printers' Ink,
Volume 270, (February 26, 1960), p. 34.

2 Ibid.
The writer feels it necessary to interject here, that in reading the more recent articles, it was discerned that the trend is toward an increased utilization of women's talents in advertising.
Contributions of Women in Advertising to the Industry

Women are slowly achieving a breakthrough at the upper echelons of business and government as more and more now exercise the options society now gives them—marriage or career or marriage and career.

There are now more than seventeen women in Congress—more than twice as many as there were twenty years ago. Locally, 20,000 women hold county offices; 10,000 are on city councils; and some 1,500 are top government appointees.

And what about the advertising business? Are women achieving a breakthrough at its upper echelons? How pronounced is it? In what proportions are women achieving such a breakthrough, if they are?

It has been established in the preceding section that from five to ten of every 100 persons employed in responsible positions are women, and that this trend is on the rise. What do these women do? What positions do they hold as contrasted to those held by men? What contributions do they make to the advertising industry and to society as a whole through their jobs and their affiliations? These are questions the writer has endeavored to answer in this section.

Positions held by women as contrasted with those held by men.—
The sexes are moving closer together in advertising, taking similar roles and wearing similar clothing, according to panelists at an Advertising and Marketing Association program.


From copywriting, one of the first beachheads for advertising women, panelists said that females have moved into other territory that once was exclusively male. They cited art direction, account service, vice presidency, and more advanced officer ranks.¹

There are a number of women in top posts in advertising, but the fact that many of them are so well known makes one aware of the fact that this is unusual. Among the best known women executives, according to Printers' Ink² are: Margaret Hockaday, president of Hockaday Associates; and such vice presidents as Jo Foxworth, Calkins and Holden; Margot Sherman, Virginia Miles, Salita Arbib and Dr. Herta Herzog of McCann-Erickson; Olive Flunkett and Jean Wade Rindlaub (now retired) of Batten, Barton, Durstine & Osborn; Phyllis Robinson of Doyle Dane Bernbach; Mary O'Meara of Young and Rubicam; Kay Daly of Revlon; Roselou Flannagan of Norman, Craig & Kummel; Dorothy Noyes of Noyes & Sprool.

In April, 1966, in an article in Printers' Ink entitled "Women Who Lead Women and Men," of forty women recognized for their contributions in marketing and communications, seventeen were women presently connected with advertising or who had been connected with advertising at some time in their career.³ For a listing of these seventeen women, please see the appendix.

¹Ibid.


In smaller advertising agencies across the country, there are a number of women who serve as partners, treasurers, corporate secretaries, and creative chiefs. 1

Women candidates for top agency posts are outnumbered by men at the very beginning of their professional careers due to the fact that male college graduates outnumber female college graduates three to two. 2 The numbers tend to decrease steadily after college graduation at a remarkable rate. One of the two women chooses to get married and rear a family, and the other woman who chooses to exercise the option society gives her by choosing a career, finds she is confronted with countless obstacles. Whether it is prejudice or practicality, women just don't get the career guidance that men get in advertising. 3 A promising young man may get the benefit of a training program and planned moves from position to position that will give him the broad experience and insight for a top post. 4

Almost inevitably, a woman starts in the agency as a secretary. Depending on the person she works for and the responsibility she assumes, this may be an advantage. But many ambitious women never make it out of the secretary's slot. 5

... All the time she'll see that certain doors are virtually closed to her. It is unlikely that she'll get into client-contact work, except as an assistant to a man. 5 Top assistant and administrative posts are closed to her. 6

1 Fred Decker (ed.), op. cit.  
2 Ibid.  
3 Ibid.  
4 Ibid.  
5 Ibid., p. 34.  
6 Ibid.
Despite the obstacles, some women still manage to reach the top echelons and make significant contributions to their companies and to advertising in general.

Seven of J. Walter Thompson's 132 vice presidents are women. Of McCann-Erickson's 100 vice presidents, six are women. Only one of Young and Rubicam's vice presidents is a woman.\(^1\) There is only one woman among Ted Bates' 45 vice presidents. There is none among Leo Burnett's 46 vice presidents. Only one of N. W. Ayer's 36 vice presidents is a woman.\(^2\)

There are agencies, of course, in which women are encouraged to develop and perform to their fullest capacity. One of them is Norman, Craig & Kummel which has three women among eleven vice presidents.\(^3\) Says Norman B. Norman, president:

Women play a leading role in our agency—and I mean leading, not following only where they are allowed to follow. In particular, they lead where only a woman can—on women's products or products bought by women.

It is believed that women make the greatest contributions in creative work and client contact where women are concerned—on women's products or on products bought by women. The writer feels it necessary to interject here that there are really no products that are not being bought by women. In fact, women do 80 per cent of all the buying in the economy.\(^5\)

\(^1\) Ibid.
\(^2\) Ibid.
\(^3\) Ibid.
\(^4\) Ibid.
Women feel that they possess greater curiosity, are more closely "people-oriented," pay greater attention to details, and have greater taste and sensitivity. They argue that men just don't understand them or appreciate them. However, things have a way of working themselves out, the writer feels, as they have already started to. One can understand and appreciate anything if the need is great enough, and as the increasing need for talent is being recognized, more talented women are being both appreciated, understood, and recognized.

Contributions through affiliations and associations.—Women in advertising make contributions to advertising and to society through their affiliations and associations. The top women in the field have given their time generously to charities, churches, schools, civic groups, and the federal government. They lecture, teach, write books, articles, and plays. They seek ways to improve the quality and standard of advertising. They keep the evangelical circuit hot trying to attract more qualified women into advertising.

They have their associations and they work within these in addition to working in those not differentiated according to sex. The most well-known and possibly most influential of women's advertising associations is AWNY—Advertising Women of New York, which was once the League of Advertising Women, organized on March 11, 1912. The proliferation of women's advertising clubs, once the League of Advertising Women was organized slightly amazed advertising men. However, the men soon began

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1Fred Decker (ed.), op. cit., p. 34.
to admit that advertising men who attended the meetings were profiting by them.¹

AWNY does such things as sponsor career conferences for college women, at which they endeavor to show the women their world; conduct educational seminars for women consumers; and just recently, they polled college students who were to attend a conference to determine the amount of confidence these students have in advertising in the midst of so much controversy about truth in advertising.

¹Ibid.
Problems Encountered by Women in Advertising

The writer needs not launch into a discussion about problems encountered by any person who attempts to do a job. It is understandable that any person who attempts to do a job faces problems that go along with it. This is to be expected. However, it was thought appropriate that the writer use this section of her paper to discuss problems unique to women in business and to women in advertising in particular. There are prejudices to be overcome and psychological, sociological, and cultural forces to be understood and overcome by a woman when she endeavors to match her wits and abilities with other women and men in advertising.

**Woman Vs. Woman.**—Jo Foxworth believes that it is not the age-old battle of the sexes that a woman on the rise faces, but an all-out struggle between woman and woman. She contends that it is an unlovely fact that a great many advertising women just don't like to work for other women; they'd rather have a man for a boss.¹ She based her contentions on the results of a personal survey she has conducted for years which showed that such things as favoritism and "momism" toward men by lady bosses slow down women on the rise considerably.²

Favoritism was defined this way:

... The Big Mama Bears of our business just can't help reserving their protective paws for male cubs and the claws for the females... It gives Mama Bear a heady glow to play king maker, but she's not the least bit interested in the crowning of any more queens—not in her part of the forest anyway. Better for her that the she-cubs should stay in the kitchen, cooking up fresh pots of porridge or making like a white tornado in the kitchen sink.³

²Ibid.
³Ibid.
Momism is defined this way:

... Nothing marks down an adult with more stunning finality than a tweaked cheek or a well-timed blast of baby talk or a playful but patronizing kiss blown across the conference room. Even grizzled men are tweaked about as if they were naughty little boys; while women, up to and beyond age 40, are treated like darling, albeit backward, little girls.¹

What do the men have to say? Simply:

... that they would welcome women to the executive suite with more unalloyed joy if only the girls would get along better among themselves. If only the boss lady would remember that she was a girl on the way up just yesterday, and the girls on the way up would remember that they may be boss ladies themselves tomorrow.²

In answering the question why is it that women have so much conflict when one woman works for another, Harold Mandl, a psychologist says: "Many career girls are trying to please daddy by seeking success, and a female boss just can't replace him."³ He further states that childhood rivalry with a sister may cause conflicts between women who work on the same level.⁴ All of these actions are unconscious, of course.

What is necessary to overcome the conflicts between women is for every woman to realize her capabilities and weaknesses and to realize the same for other women. Then and only then will such conflicts cease to be a problem.

Attitudes of Employers.—The lower earnings of women, the fact that a significant proportion of college women do not use their educational backgrounds in their jobs, and their concentration in "women's

¹Ibid.
²Ibid.
⁴Ibid.
occupations" can be attributed not only to lack of career planning, but also to the resistance of employers to hiring women in many professional, technical, and managerial occupations.

The Presidential Commission on the Status of Women summarized employer attitudes as follows:

... Frequently, they say they prefer male employees because the nonwage costs of employing women are higher. They say that the employment pattern of young women is in and out of the labor force, working for a time before marriage and thereafter putting family obligations first until their children are grown. They say that women's rates of sickness, absenteeism, and turnover are higher than men's; that the hiring of married women introduces one more element into the turnover rate because the residence of a married couple is normally determined by the occupation of the man. They say that though attendance rates of older women are often better than those of men, insurance and pensions for older workers are expensive, and that compliance with protective labor legislation applying to women is sometimes disruptive of schedules. They say that men object to working under women supervisors.

One creative director of advertising voiced his prejudices about women in advertising. He said:

(1) women take less interest in the over-all business of advertising,
(2) each one knows only her particular notch,
(3) they keep poorer office hours,
(4) they don't live their jobs around the clock,
(5) they have no idea of agency structure or profit setup,
(6) they are less thoughtful of persons working with them,

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(7) they are too quick to say: "That's not the way a woman thinks," and

(8) they are too emotional.

The working relationships between women and men in advertising.---
Many women are doing well in advertising. Does this pose special problems for men working alongside them? Can men work for women? This section is concerned with problems involved in their working relationships.

Harold Mandl says that there are some special problems for men who work alongside competent women.

... Men get threatened by women who are more adequate than we have tried to lead them and ourselves to believe. We have trained ourselves to believe that women are the ones who don't think too clearly, or solve problems too well, and next to whom we can feel taller, stronger and wiser. When a woman shows that she is more adequate on the job than we are, that her ideas are more successful, that her skills are more refined, we can be badly shaken... They shake us when they don't fit the stereotype we have in mind.¹

What about the woman's role in some of the problems?

... The problems are accentuated when a woman is in a situation where she has to constantly prove herself. She anticipates that every man is going to try to knock her down, demean her, prove that he is better than she is, prove that she is just his helpless little sister or sweet, completely accepting mother. She expects these things.²

In a recent survey, 6,000 executives—half of them men, half women—were questioned about their attitudes toward women as executives. Of the men, 41 per cent were anti-women; 35 per cent were for women and 25 per cent were indifferent to the matter.³ As the questions got less theoretical,


²Ibid.

more about what would be done in a particular case, men were more for women. But even when a woman deserved promotion, men seemed reluctant because of the risks involved to admit it. However, it was observed that the more top-flight the men, the less antagonistic.

This leads to an interesting generalization: the bigger the man, the more secure he is, the less threat he feels from women; and the more he can accept and believe in the idea of promoting able women to executive positions. Therefore, the only solution the writer can suggest, facetiously, of course, is that a lot of men get promoted very fast so they won't feel insecure and inadequate around top-flight women.

\footnote{Ibid., p. 12.}
\footnote{Ibid.}
Training Necessary for a Career in Advertising

One may assume that wherever there is prejudice, a person has to be better than good to succeed—has to turn in extraordinary performance to be moved ahead. For a woman to do this, proper training is necessary, in addition to knowledge and understanding of her own ambivalences.

Training for leadership roles is also necessary for women if they are to take advantage of expanding executive positions. One has to learn to be an executive.¹

There is a story about Lawrence of Arabia who brought two of his friends to England for a visit. He took them everywhere in London; he showed them everything he could think of that would be of interest to them, and at the end of two weeks when they were getting ready to leave, he asked them of all the things they had seen—and there were many—what would they most like to take back to Arabia with them. They replied without even thinking an instant that they would most like to take a hot water faucet back with them.²

This story has significance in that it demonstrates that when one is confronted with achievement, he sometimes forgets all the plans, preparation, and training which preceded it. All the two Arabs could see was the hot water faucet; they had no idea of the engineering, the building, or the systems of pipes that had to be installed before they could turn the spiggot on and feel the refreshment of the good, clean, hot water. So it is with many things.

In advertising, the training and preparation necessary to enter the field, and the experience and on-the-job training which precedes promotion, many times goes without notice.

When questioned about training necessary to achieve success in advertising, this is what Mrs. Adams had to say:

... I took all my courses in adult education--English, psychology, advertising principles, direct-mail advertising, advertising writing. Knowing how to communicate, understanding people and what motivates them--these are all very important.

Training for advertising entails a college background of general education with courses in advertising and psychology. One must also be able to speak and write good English.

\[1\] Letter from Beatrice Adams, Vice President, Gardner Advertising Company, St. Louis, Missouri, June 18, 1967.
Opinions of Top Women in Advertising Concerning Chances of Advancement and Success in the Field

The writer thought it best at this point, when talking about advancement and success in advertising, to give the reader the opinions of women who have succeeded in advertising.

Miss Sherman in her speech at the Advertising Federation of America's 1966 Convention had this to say:

Any society that has as its charter the communication of ideas—which is what the advertising business is all about—is, by definition, a creative society. It thrives only by the constant infusion of ideas and by a never-ending search and experiment for the most artful and compelling ways to transmit these ideas. Obviously, a society thus engaged places a very high premium on performance. It is also a truism that an idea doesn't care who has it. It certainly has no gender. It is equally true that even the best and most compelling idea cannot serve the world until it is artfully expressed and effectively circulated. The emphasis throughout is on creating and doing—in short, on performance.

Miss Sherman believes that advancement and success in advertising, just as in any field, is based on performance, and preceding that performance comes training. She believes that performance is rewarded in advertising regardless of whether the bearer of the idea is a man or woman.

Mrs. Beatrice Adams, vice president at Gardner Advertising Company, had this to say regarding opportunities and advancement and success in advertising:

It is certain that I think there are tremendous opportunities for women in advertising... In the creative end of the business—idea-getting, product-concept, market-positioning, writing print, radio and TV—there is no limit to the opportunities for women. Advertising agencies want people with alert and imaginative minds, with sales sense, with an awareness of what is going on in today's world... and it doesn't matter if the person is a man or a woman. Chances of advancement and success depend entirely on evidence of ability. Some have the ability to create, but do not develop the ability to bring out the best in others; hence never get to be supervisors or creative directors.

Mrs. Adams feels that there are numerous opportunities for women in advertising and along with Miss Sherman, she believes that advancement and success depend on ability and knows no sex.

Miss Jo Foxworth, vice president of Calkins & Holden is constantly writing about and talking about opportunities for women in advertising and the chances of advancement and success. In a recent article, she had this to say:

I have been on the evangelical circuit for a long time preaching the gospel of the opportunities in advertising for women—and I'm now scrapping my hard-worn text. I still contend that, with the exception of show business, in no other field can a woman go so far so fast. But we've got only one toe in the water when we should be up to our bikinis in it. (The top part.)

In another article she said:

... women go farther faster in advertising ... It was the money and excitement that made me switch from newspaper reporting to advertising ... Advertising is willing to give a woman a break. And, the pay scale is much higher. There are inequalities even here, but they are diminishing. After all, it is only logical that a woman should sell. Over 80 per cent of the consumer goods and services are bought by women. As a woman in advertising, I have the opportunity of looking at the market from both sides of the counter—as a buyer and seller.

Miss Foxworth feels that women have a right to be in advertising because women in the American economy do 80 per cent of the buying. She believes that there are numerous opportunities for women and in no other business can they go so far so fast.

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CHAPTER III

SUMMARY AND CONCLUSIONS

Few fields offer better opportunities for properly qualified young people as advertising. They should be persons who possess such qualities as imagination, curiosity, and the ability to analyze problems. A person interested in advertising needs a good general education that includes college courses in advertising.

The advertising industry in the United States employs about 200,000 persons, and needs about 15,000 newcomers a year. The 3,300 advertising agencies in the United States employ about 60,000 persons.1

Women represent some of the talent in advertising, but much of women's talent still remains untapped. Although advertising is still largely a man's world, and women are "Jane-come-latelies" to the field, it has been established that the barriers are slowly diminishing as more and more women move into top-flight positions. With the emphasis increasingly being placed on the consumer, and with women doing 80 per cent of the buying in the American economy, there is reason to believe that women will increasingly move into these top-flight positions by sheer weight of numbers.

When a woman tries to move up the ladder in advertising, she is faced with barriers that are psychological, sociological, and cultural;

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problems unique to women. However, these are not insurmountable, as evidenced by the many women who, in a sense, have made it.

Top women in the field attest to the fact that there are many opportunities in the field for women, and for those that have the ability, chances for advancement and success are bright. Margot Sherman stated it very well when she said: "It's a truism that an idea doesn't care who has it. It certainly has no gender."¹ And this is what advertising is all about.

... I submit, therefore, that of all businesses in this changing world, advertising—which is by nature devoted to innovation and change, resisting the kind of stratification and rigidity which may characterize other enterprises—should be in the vanguard in encouraging women as suppliers of ideas—to make full use of their talents and training.

And that advertising—in its hungry quest for good minds, good performers, good executives—should set an example in fresh, new, imaginative ways to enlist educated women for careers in advertising; to include them with men—in recruiting and training programs; to stimulate and challenge and lift the sights of those women already on payrolls; and to recognize those women who deserve it with executive positions and pay comparable to that of male counterparts. Not as "tokenism" but as part and parcel of a thoughtful plan to infuse the new talent the entire industry needs.²

²Ibid., p. 15.
APPENDIX

ADVERTISING WOMEN WHO LEAD WOMEN AND MEN*

1. Margaret Hockaday, president and chairman of Hockaday Associates.

2. Margot Sherman, Senior Vice President and chairman of the creative plans board of McCann-Erickson, Inc. She was also the first woman elected to its board of directors.

3. Jean Simpson, Vice President of J. Walter Thompson Company.

4. Helen Van Slyke, President of Vaness Products, Inc.

5. Franchellie Cadwell, President of Cadwell Davis Company, billing $2.5 million annually since 1964.

6. Emma Stock, Director of Sales Promotion at Forbes Magazine. She is the first and only woman advertising representative for a financial publication.

7. Jo Foxworth, Vice President and Creative Director of Calkins & Holden.

8. Roselou Flannagan, Administrative Vice President of Norman, Craig & Kummel, Inc. She is also president of Advertising Women of New York.

9. Frances Corey, Senior Vice President of Catalina, Inc. She was named a top woman in American Business by Fortune.

10. Elizabeth Arden, internationally known.

11. Kay Daly, Revlon's Vice President for Creative Services since 1961.

12. Jane Trahey, President of Trahey Advertising, Inc. She is distinctly original in advertising. She heads a "$2.5 million" agency.

13. Janet Gerlough, Director of Women's Division of Trans World Airlines; she directs the sales promotion, public relations, and advertising for a program which encourages air travel by women.

*This is a compilation of the names of seventeen women who are presently in advertising, or were at one time involved with advertising, taken from the Printers' Ink article entitled "Women Who Lead Women and Men."
14. Helen Gurley Brown, editor-in-chief of Cosmopolitan. She was once a highly paid copywriter at Foote, Cone & Belding.

15. Sarah Tomerlin Lee, editor-in-chief of House Beautiful. She was once vice president of advertising and promotion for Lord & Taylor.

16. Bruce Clerke, managing editor of the Ladies' Home Journal. She was once a coordinator at Foote, Cone & Belding.

17. Berenice Connor, senior editor of McCall's. She has an extensive background in advertising.
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