

The original documents are located in Box 18, folder “President Ford Committee - Advertising Policy” of the Richard B. Cheney Files at the Gerald R. Ford Presidential Library.

Copyright Notice

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted material. Gerald Ford donated to the United States of America his copyrights in all of his unpublished writings in National Archives collections. Works prepared by U.S. Government employees as part of their official duties are in the public domain. The copyrights to materials written by other individuals or organizations are presumed to remain with them. If you think any of the information displayed in the PDF is subject to a valid copyright claim, please contact the Gerald R. Ford Presidential Library.

President Ford Committee

1828 L STREET, N.W., SUITE 250, WASHINGTON, D.C. 20036 (202) 457-6400

REC HAS SEEN

February 27, 1976

MEMORANDUM FOR THE PRESIDENT

FROM: BO CALLAWAY 

SUBJECT: TV Advertising Research

Attached, as you requested, are the findings from the research conducted by Lieberman Research, Inc., on the subject of PFC television advertising.

Bruce Wagner's synopsis highlights this research.

Please let us know if you have any questions or need additional information.



Campaign '76

Media Communications, Inc.

1828 L STREET, N.W., WASHINGTON, D.C. 20036 (202) 833-8950

FEBRUARY 19, 1976

TO: BO CALLAWAY
FROM: BRUCE WAGNER
SUBJECT: COPY RESEARCH

Attached, please find a report from the research firm of Lieberman Research, Inc. on the subject of the PFC television advertising.

Background - Two types of advertising have been developed for use in the New Hampshire and Florida campaigns -- a documentary style ("Accomplishment") and a man-in-the-street format ("Candid").

This advertising was based on national and state-wide research surveys conducted by Bob Teeter. Specifically, national research data indicates that the economy along with the President's leadership capacity are primary issues of voter concern. The New Hampshire survey of January 22-25 indicated that large numbers of Republican voters supported the President, but they believed that Ronald Reagan would win the Primary Election.

As a result, the "Accomplishment" commercial was created to communicate the character and experience of President Ford with specific reference to the restoration of trust and turning the economy around. The "Candid" commercial was designed to promote enthusiasm and awareness of local support for the President.

The advertising research was executed with registered Republicans on February 14-16 in Miami and Methuen, Mass. (near New Hampshire). The results are qualitative in that the sample sizes are not large enough to be projectable on a statewide basis, but advertising direction can be gained from this field research.

Summary of Findings

1. The "Accomplishment" commercial appears to be particularly intrusive and effective. Respondent playback of copy points was deep and reflected emotional involvement in the advertising. Respondents appear to have understood the commercial, and the research indicates substantive awareness of the message.
2. The "Candid" commercial appears to be communicating the idea of general enthusiasm for the President in a satisfactory



manner; however, the specific research respondent playback as to why the "Candids" people were supporting the President was diffuse.

In retrospect, this is not too surprising since a variety of 'reasons' were used in the editing process, and we did not seek repetition of specific issues within this advertising.

3. Although there were no major negative reactions to either commercial, we learned that we may be "overpromising" the economic recovery aspect of the "Accomplishment" commercial -- 16% of the "Accomplishment" respondents found it hard to believe that the economy was significantly improved.
4. Finally, respondents appeared to react more favorably to the "Accomplishment" advertising (vs. "Candids") -- after viewing the commercials, the data indicate that "Accomplishment" viewers felt better about the President in a ratio of 3:1.

Indicated Action

1. We are moving ahead with New Hampshire and Florida media spending, as planned.
2. Given the apparent overall persuasive strength of the documentary style of advertising, we are changing the media schedules in New Hampshire and Florida to reflect a 67% weight of the "Accomplishment" advertising; current weight is 50/50 with "Candids". (We want to continue the "momentum" advertising via the 33% weight in support of the "Candids" commercials.)
3. We are editing available "Candids" film footage for use in additional states on an 'as needed' basis. We plan to use these commercials only for building local enthusiasm and peer pressure -- the documentary style will become our main advertising vehicle.
4. We are developing an additional commercial which builds on the strength of the "Accomplishment" commercial as indicated by research.
5. Although the research doesn't focus on the production values of the advertising, we will be discussing budgets with you as they relate to future production.

c.c. P. Dailey
R. Morton
S. Spencer



A QUALITATIVE COPY TEST
OF TWO PRESIDENTIAL CAMPAIGN COMMERCIALS

"Candid's"

"Accomplishment"

Prepared For
CAMPAIGN '76

LIEBERMAN RESEARCH INC.
919 Third Avenue, New York, N.Y. 10022



TABLE OF CONTENTS

	<u>Page Number</u>
Objectives	1
Method	2
Conclusions	3
Appendix	
About Lieberman Research	
Questionnaire	



OBJECTIVES

The basic objective of this test was twofold:

1. How well do the commercials communicate their intended messages?
2. Do the commercials elicit any serious negative reactions among registered Republicans?



METHOD

WHO: The study was conducted among 100 registered Republicans,
half male and half female:

50 respondents exposed to "Candid's"

50 respondents exposed to "Accomplishment"

HOW: Personal interviews were conducted immediately after
exposure to the commercials.

WHERE: Interviews were conducted in central locations in 2 cities:

Miami, Florida

and

Mitchuen, Massachusetts

WHEN: February 14, 1976 through February 16, 1976

Note: It should be noted that these sample sizes are not large
enough to project to all registered Republicans in the
above states. However, it does serve as a "disaster check"
and as an evaluation of how these commercials performed
from a qualitative point of view.



CONCLUSIONS

How well did each of the commercials communicate their intended message?

Both the "Candid" and "Accomplishment" commercials strongly communicated their intended messages.

-- Among the separate samples of 50 people exposed to each of the commercials, more than 100 copy points were played back about the "Candid" commercial. To a greater extent, almost 140 copy points were played back about the "Accomplishment" commercial.

-- This indicates that the "Accomplishment" commercial was able to communicate a greater depth and breadth of reactions to and communication about the President.

The nature of the playback by respondents, however, differed for the 2 commercials. The specific playback for the "Candid" commercial was more general rather than specific. For example, responses were related to such things as:

-- The President's previous performance (doing a good job, solving problems)

-- General comments (he's liked by everyone, he's honest and they're trying to sell the President)

(See Table 1)



Table 1

RESPONDENT PLAYBACK OF THE "CANDID" COMMERCIAL

(Base: Total Exposed To The Commercial)

	<u>Frequency Of Responses</u>
<u>Total Responses</u>	<u>109</u>
<u>Previous Performance Related Responses</u>	<u>23</u>
Shows him doing a job/good job	8
Has good policies/solved problems/ thinks out problems	8
Shows he is best man for job/none better	4
Has shown capability/experience/leadership to be President	3
<u>Attributes Related To President Ford Responses</u>	<u>21</u>
He's honest/open/hard working	16
Man of integrity/strong character/cares for people	3
He's calm/non-authoritarian	2
<u>Issue Related Responses</u>	<u>13</u>
Helps hold down inflation/helps economy	7
Has cut spending/keeps taxes down	4
Will help retired/old people	2
<u>General Comments</u>	<u>52</u>
Liked by all/young and old/common people	27
Trying to sell Ford/Ford for President	25
Base:	(50)



Specific playback about the "Accomplishment" commercial was more emotional and communicated specific issues, such as:

- Issue-related responses (he's helped to stop inflation and recession and unemployment)
- The President's previous performance (performed well in hard times, he's capable of doing a good job)
- He's a decision-maker (he's not afraid to say no, he has guts and the courage to stand up for his opinions)
- Specific attributes related to the President (he's honest, friendly, sincere).

(See Table 2)



Table 2

RESPONDENT PLAYBACK OF THE "ACCOMPLISHMENT" COMMERCIAL

(Base: Total Exposed To The Commercial)

	<u>Frequency Of Responses</u>
Total Responses	<u>137</u>
<u>Previous Performance Related Responses</u>	<u>38</u>
Performed well in hard times/difficult/ crucial times	13
He's capable/done a good job so far/he's shown best man for job	10
He's good leader/put country on sound footing/leading us to better times	6
He's done his best for the country	5
Showed what President Ford has accomplished since taking office	4
<u>Issue Related Responses</u>	<u>37</u>
Helps stop inflation/recession/unemployment	31
Curbed problems/stopped problems	6
<u>Attributes Related To President Ford</u>	<u>22</u>
He's honest/forthright	9
Friendly/concerned/sincere	5
Confident/optomistic	4
Intelligent/hard working	2
He is a good conservative	2
<u>Decision-Maker Related Responses</u>	<u>18</u>
Not afraid to say no/courage to stand up for what he believes in	7
Made decisions others were unable to make	6
Has the guts to stick to his opinions/ takes firm decisive stand on issues	5
<u>General Comments</u>	<u>22</u>
Keep Ford President/Vote for Ford/Re-elect Ford	22
Base:	(50)



How did respondents feel toward the President after viewing the commercials?

There was a greater number of people who felt better about the President after viewing the "Accomplishment" commercial than did those exposed to the "Candids" commercial.

(See Table 3 below)

Table 3

FEELING TOWARD PRESIDENT FORD AFTER COMMERCIAL VIEWING
 (Base: Total Exposed To Each Commercial)

	<u>Frequency Of Response</u>	
	<u>Candids</u>	<u>Accomplishment</u>
<u>People Who Felt:</u>		
Better	3	10
About the same	45	37
Worse	2	3
Base:	(50)	(50)



How did respondents feel about the commercials themselves?

Here, again, more people exposed to the "Accomplishment" commercial rated the commercial excellent than did those exposed to the "Candids" commercial.

Conversely, more people exposed to the "Candids" commercial rated that commercial fair or poor than did those exposed to the "Accomplishment" commercial.

(See Table 4 below)

Table 4

RATING OF THE COMMERCIALS

(Base: Total Exposed To Each Commercial)

<u>People Who Felt The Commercial Was:</u>	<u>Frequency Of Response</u>	
	<u>Candids</u>	<u>Accomplishment</u>
Excellent	5	9
Very good	14	10
Good	11	19
Fair	14	9
Poor	6	3
Base:	(50)	(50)



Was there any confusion caused by either of the commercials?

Neither the "Accomplishment" nor the "Candid's" commercials caused any confusion about anything in general or specific about either of the commercials.

(See Table 5 below)

Table 5

CONFUSION CAUSED BY THE COMMERCIALS
(Base: Total Exposed To Each Commercial)

	<u>Candid's</u>	<u>Accomplishment</u>
<u>Number Of People Who:</u>		
Found <u>something</u> confusing	2	4
Found <u>nothing</u> confusing	48	46
Base:	(50)	(50)

Was there anything hard-to-believe in either of the commercials?

The only thing that should be taken note of in terms of the believability of the commercials was the degree to which the "Accomplishment" commercial emphasized how much the President has brought us out of inflation and has created more jobs.

(See Table 6)



Table 6

WAS THERE ANYTHING HARD TO BELIEVE

(Base: Total Exposed To Each Commercial)

	<u>Frequency Of Responses</u>	
	<u>Candids</u>	<u>Accomplishment</u>
<u>Nothing</u> hard to believe	<u>37</u>	<u>33</u>
<u>Something</u> hard to believe	<u>13</u>	<u>17</u>
Everything/whole thing	2	
That you could show everyone/ 6 people in agreement	2	
That he's controlling inflation	2	
That he's trying his hardest for the old	1	
That his plans are working	1	
Ford will keep taxes down	1	
That he can do no wrong	1	
That all groups want Ford	1	
That he can succeed	1	
What they say and do are two different things	1	
He brought us out of inflation/ gave more jobs		8
I don't believe the numbers		1
That the Constitution works		1
That the nightmare is over		1
That he is best for the job		1
That he is single handedly doing the job		1
That hard times are over		1
The people in the White House establishment		1
That he can display great leadership		1



APPENDIX



About Lieberman Research Inc.

Lieberman Research Inc. is a public opinion and market research organization engaged in attitude, opinion and behavior studies for clients throughout the United States.

Our professional staff combines undergraduate and graduate training in such diverse fields as psychology, sociology, marketing and advertising research, statistics, economics, political science, philosophy, anthropology and education. In addition to extensive consumer and public opinion research backgrounds, our staff has strong experience in the marketing, promotion and advertising fields. This, we feel, gives us the advantage of doing studies from the vantage point of a solid social science background while at the same time helping to ensure that the study results obtained are meaningful and actionable.

Our research organization utilizes a nationwide field force of over 600 interviewers and supervisors, which allows us broad coverage of the total United States market.

Our research capabilities run the gamut from study design, questionnaire construction, sampling, interviewing, coding, tabulating and analysis to report preparation.

In addition to standard analytic techniques, we have extensive experience with multi-variate applications, including R analysis, Q analysis, multiple regression analysis, discriminant function analysis, AID analysis, etc.



As an organization, we have had extensive experience conducting a wide-range of research investigations in the marketing research and public opinion fields.

In the public opinion field, the kinds of studies we have conducted include:

- An evaluation of New York City's Manpower Career Development Training and Job Placement Programs
- New York State and New York City sponsored surveys of the status and needs of the over-65 population
- Children's, parents' and teachers' attitudes towards children's television programs
- Effects of television viewing on children
- Psychological and environmental deterrents to taking health check-ups
- Teenage cigarette smoking attitudes and habits
- Parents' attitudes toward school curricula and intra-school activities and programs
- An evaluation of the impact of print and filmed cancer public education material
- Church members' attitudes toward the church and toward church involvement in social-action programs
- The public's perception of fairness vs. bias in news presentation
- How people spend their leisure time and expected changes in leisure time habits
- Sports fans' attitudes towards baseball, football, hockey and basketball



In the market research field, the kinds of studies we have carried out include:

- New product evaluations
- Advertising evaluations
- Promotion evaluations
- Name evaluation tests
- Package evaluation tests
- Pricing strategy evaluations
- Cost effectiveness evaluations



About Dr. Seymour Lieberman

Dr. Seymour Lieberman, President of Lieberman Research Inc., is a social psychologist who received his Ph.D from the University of Michigan in 1955.

From 1948 to 1955, Dr. Lieberman had a research appointment at the Survey Research Center of the University of Michigan. He also taught graduate courses in social psychology and survey research methods at the University during that period.

At the Survey Research Center he was an assistant study director, study director, and then senior study director in the Human Relations Program. He conducted a series of studies on the structure and functioning of large organizations.

In 1956, Dr. Lieberman joined Kenyon & Eckhardt, an advertising agency, as a Research Group Head. He later became Associate Research Director, Communications Group Head, and then Vice President and Director of Research. He was on the agency's Board of Directors and served as a member of the agency's Plans Board and Creative Review Board.

In 1966, Dr. Lieberman formed Lieberman Research Inc., an organization established to conduct studies in the fields of public opinion research, market research and communications research.

Dr. Lieberman has made significant contributions -- both substantive and methodological -- in the research field. He has published articles in a variety of journals and has addressed various professional organizations, including the American Psychological Association, the American Association of Public Opinion Research, the American Marketing Association, and the Radio and Television Research Council.



About Mark Lefkowitz

Mark Lefkowitz, Vice President and Group Research Head, has had ten years of experience in the marketing research field.

Prior to joining Lieberman Research Inc., Mr. Lefkowitz held research positions at Grey Advertising, Inc., rising to Associate Director of Marketing and Research. At Grey, Mr. Lefkowitz had extensive experience in the cold products, toiletries, foods, paper goods, financial services, and governmental areas.

From 1968 to 1971, Mr. Lefkowitz was with the Coca-Cola International Corporation, where he directed new product development research. In addition, he was instrumental in developing research departments, guidelines and training of personnel for the company, all over the world.

From 1964 to 1967, Mr. Lefkowitz was with H. D. Ostberg Associates, where he rose through the ranks -- from data processing to Project Director.

Mr. Lefkowitz has substantial marketing strength in the areas of attitudinal research and segmentation and has strong technical skills in the area of design and analysis.

Mr. Lefkowitz, educated at the City College of New York, has also lectured at Baruch College and Long Island University. He is a member of the American Marketing Association and the Advertising Research Foundation.



About Maxwell Toklas

Maxwell Toklas, Field Director of Lieberman Research Inc., received a B.S. in Education from Ithaca College in New York. In 1966, he completed the work for his MBA degree in marketing management at the Baruch School of the City University of New York.

From 1953 - 1959, Mr. Toklas was Field Director for W. R. Simmons Research. While at Simmons, Mr. Toklas supervised the "Profile of the Millions" research project, which consisted of administering the activities of a staff of over 200 interviewers.

Mr. Toklas subsequently joined the Tri-State Transportation Commission as Assistant Chief of the Home Interview Section where he coordinated over 250 full-time personnel in 9 district offices in the tri-state region.

Mr. Toklas pioneered the use of WATS lines for research and validation purposes in the New York area as President of his own research firm, Research Validation Inc.

In 1971, he joined Lieberman Research Inc. as Field Director and Manager of Research Operations. In this capacity he has proved particularly adept at developing approaches and devices for locating and reaching hard-to-reach and hard-to-interview respondents.

Mr. Toklas has been a guest lecturer at Columbia University where he lectured on "Field Problems," including problems associated with interviewing ethnic minority groups.



SCREENER

ASK TO SPEAK TO ANYONE 18 YEARS OF AGE OR OVER

(PLEASE INDICATE)

Male.....

Female...

Hello, I'm _____ from Lieberman Research. We are doing a survey on how people feel about various political issues and political personalities. I would like just a few moments of your time to ask you some questions.

1a. Are you a registered voter?

Yes
No

ASK Q.1b
TERMINATE

b. Which political party are you registered with?

Republican.....
Democrat.....
Other (specify).....

None.....

ASK Q.2
TERMINATE

2. If the Republican Presidential Primary election in your state was held tomorrow, who would you vote for?

Ford.....
Reagan.....
Other (specify).....

BEFORE SHOWING COMMERCIAL SAY:

Now I would like to show you a commercial.

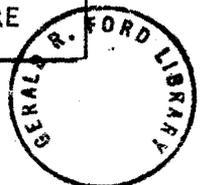
SHOW COMMERCIAL

AFTER SHOWING COMMERCIAL SAY: Now that you have seen the commercial, I would like you to answer a few questions.

HAND RESPONDENT FULL QUESTIONNAIRE

IF SHOWING "CANDID" COMMERCIAL, HAND RESPONDENT BLUE QUESTIONNAIRE

IF SHOWING "ACCOMPLISH" COMMERCIAL, HAND RESPONDENT GREEN QUESTIONNAIRE



PLEASE USE THE LINES PROVIDED UNDER EACH QUESTION TO FILL IN YOUR ANSWER.

1a. Now that you've seen this commercial, what do you think was the main idea of the commercial?

b. What other ideas were they trying to get across?

c. What else did the commercial say about the President?

d. What else did it show about the President?

2. What, if anything, in the commercial did you find hard to believe?



3. What, if anything, was there in the commercial you found hard to understand or confusing?

4a. Now that you have seen this commercial, do you feel better, about the same, or worse about President Ford? CHECK THE BOX WHICH BEST INDICATES YOUR FEELINGS.

Better.....
About the same.....
Worse.....

b. Why do you feel this way?

5. Please indicate how you feel about the commercial itself. Do you think the commercial is excellent, very good, good, fair or poor? CHECK THE BOX WHICH BEST INDICATES YOUR FEELINGS.

Excellent.....
Very good.....
Good.....
Fair.....
Poor.....



Now, for purposes of classification only, please fill in the following.

6. Which grouping best indicates your age? CHECK THE APPROPRIATE BOX.
- | | |
|-----------------------|--------------------------|
| 18 - 29 years..... | <input type="checkbox"/> |
| 30 - 39 years..... | <input type="checkbox"/> |
| 40 - 49 years..... | <input type="checkbox"/> |
| 50 - 59 years..... | <input type="checkbox"/> |
| 60 years or over..... | <input type="checkbox"/> |
7. Which statement best describes your education? CHECK THE APPROPRIATE BOX.
- | | |
|-------------------------------|--------------------------|
| Eighth grade or less..... | <input type="checkbox"/> |
| Some high school..... | <input type="checkbox"/> |
| High school graduate..... | <input type="checkbox"/> |
| Some college..... | <input type="checkbox"/> |
| College graduate or more..... | <input type="checkbox"/> |
8. And, finally, which grouping best describes your total household yearly income before taxes? CHECK THE APPROPRIATE BOX.
- | | |
|--------------------------|--------------------------|
| Under \$4,999..... | <input type="checkbox"/> |
| \$ 5,000 - \$ 9,999..... | <input type="checkbox"/> |
| \$10,000 - \$14,999..... | <input type="checkbox"/> |
| \$15,000 - \$19,999..... | <input type="checkbox"/> |
| \$20,000 and over..... | <input type="checkbox"/> |

PLEASE FILL IN THE INFORMATION BELOW

NAME _____

ADDRESS _____ TELEPHONE NO. _____

CITY _____ STATE _____

DO NOT FILL IN: INTERVIEWER'S NAME _____



President Ford Committee

1828 L STREET, N.W., SUITE 250, WASHINGTON, D.C. 20036 (202) 457-6400

May 27, 1976

CONFIDENTIAL

MEMORANDUM FOR THE CHIEF OF STAFF

FROM: ROGERS MORTON

Rog Morton

file political
P. has
seen

It is essential that you and the President fully understand the impact of the recent changes in advertising policy.

On May 25 I met with the Advisory Board of Campaign '76 -- a membership list is attached. Their message to me was loud and clear and is summarized in the attached memorandum of May 25 from Len Matthews, Chairman of that group. The board members were deeply disturbed by the course our advertising commercials have taken. Peter Dailey resigned.

As you know, because of this and for budgetary reasons, we are proceeding with an orderly dismantling of the Campaign '76 organization. We intend to maintain the corporate structure, however, and keep on board only enough help to pay the bills and terminate the program.

The real concern that I have is where we go from here in the planning of our advertising strategy and program for the General Election. Remember, we will be 30 days behind the Democrats in getting our campaign started. And remember also, that we will both have exactly the same amount of money to work with.

There are really only two fundamental alternatives from which to choose in our planning process. They are: (1) To continue with an in-house organization like Campaign '76, using the very best that we can recruit and relying heavily on an Advisory Board such as the one we have, composed of outstanding leaders in the industry; or (2) We can scrap the concept of Campaign '76 and proceed with a selected agency such as BBD&O, or others, providing they are willing to take on the job.

Because of the interest that the President himself has in



this particular phase of the campaign effort and because of the tremendous allocation of resources to our media effort, it is essential that you and he give serious consideration and thought to our advertising policy and strategy.

I believe that the concept of an in-house agency like Campaign '76 is correct. The commissions that we save offset most of its expense. I recommend that we keep the corporation and perfect its talents in the weeks to come. I agree with the conclusions reached by the Advisory Board in the May 25 memorandum.

A top advertising strategist is absolutely necessary in my view as part of the senior Advisory Group. Legally and logically, he should be part of the campaign organization but must have access to the decision-making process. Their choice for this position is Richard O'Reilly, Vice Chairman of Wells, Rich and Greene. He is available and anxious to serve. His professional qualifications are of the highest order.

It seems to me that we have already crossed the bridge of their other recommendation establishing a Communications Coordinator. Your staff is now moving in the direction that will put the President and the Administration into the news in an orderly and effective fashion.

After you have digested this material, which I hope will be without delay, we must regroup and reset the advertising strategy to carry us through the General Election in November.

I will be ready to discuss this as soon as you are -- I think it should be sooner rather than later.

Attachments (2)



even though we know it's not true, unfortunately the voter perceives the President as a caretaker rather than a leader.

In fact, we think it's almost beyond debate that the overriding issue in 1976 is the perception of Ford as a leader who can steer the ship of state decisively into the last four years of the '70's. This is the key issue.

The other key issues, in poll after poll, continue to be inflation - unemployment - the economy.

Foreign policy, whether detente or Panama or whatever else, is of secondary importance to the voters and is momentarily elevated to primary issue status only when the candidates confront each other. Of course, there are some state by state variations in issue awareness and concern.

SOME OTHER THINGS WE KNOW

Far and away the greatest asset the President has is his incumbency.

The last 20 months have given Ford an opportunity to take a hold on the office and to turn in a creditable performance in the job. To repeat -- the problem is not his actual capability in the Oval Office, but the public perception of that capability.

Over 95% -- maybe 99% -- of the President's public image is a product of the free press. Our paid media efforts are a mere fraction of his exposure.

Over 120,000,000 people see the 7 o'clock news on TV every night. Millions more hear the news on radio.

By contrast, 10,000 people is a large crowd on the campaign trail -- the lesson is obvious.

PAST AND FUTURE STRATEGY

We would be eager to modify the strategy if we felt it was or is wrong.

But instead we find ourselves reaffirming the strategy after a very hard-headed and tough analysis.

Again, simply stated:

- Capitalize on the incumbency.
- Be the President -- not a candidate.



- The most effective way to campaign is to stay in the Oval Office -- and demonstrate that he is the President of all the people -- decisive -- tough -- highly principled.
- Limit campaigning -- as much as possible -- to weekends.
- Do not react to charges by Reagan or Democrats except by carefully planned counter-measures which respond without defensive reactions.
- Stay on the main issues of leadership, inflation, and jobs except in local state situations where research clearly indicates other issues are critical.

CURRENT ADVERTISING

The Advisory Board has looked at the new radio spots and the projected TV spots created by B.B.D. & O. and are unanimously of the opinion that they are counter-productive to President Ford's best interests.

- They are not on strategy.
- They depict Ford as a candidate, not the incumbent President.
- They are not credible; situations are artificial.
- They use a production technique very popular for selling soap, but highly questionable to present the President.
- They are plaintive and pleading. Candidate Ford pleading for support.

Completely aside from who should create future advertising for the Ford campaign, these commercials should not be run.

In the remaining primary states, we recommend that the slice-of-life commercials be replaced by the commercials featuring the economic recovery copy delivered by the President in the Oval Office.

We realize that the President has approved the slice-of-life commercials, but we feel strongly that the potential negative reaction to these commercials and the fact that they depict the President as a candidate make them unsuitable and subject to a considerable negative editorial comment in the press.

We do not feel the past commercials prepared by Campaign '76 are perfect. With perfect hindsight, everything can be improved.

But they are on strategy and are far and away better advertising than the slice-of-life commercials and their potentially negative impact.



RECOMMENDED ACTION

1. A central communications strategy is imperative. It should include a plan to coordinate all aspects of the President's image in free and paid media.
2. A top professional advertising man should be added to the White House staff to advise the President on his political advertising posture and activities. He should have direct access to the President. His role will be to keep the advertising highly professional and on the Presidential strategy. This could be handled as a consultancy.

We have a highly qualified candidate.

3. All advertising activity should be centralized and controlled by a single, professional agency, whether it's Campaign '76 or another advertising agency. Get the amateurs, no matter how well-meaning, out of the act.

Some continuity of this effort is highly desirable to maintain even the minimum level of communication needed by the President Ford Committee and to do a basic amount of general election planning.

We continue to believe that a specially selected in-house advertising agency is preferable to hiring an outside agency in mid-stream. However, this is not a decision you have to make today.

4. A knowledgeable, politically sensitive individual in the White House should be given the responsibility and authority to plan and execute a continuous series of recommendations for Presidential actions, decisions, and events designed to make news in the free press. This person is undoubtedly already on staff.

There is a wealth of positive action and decisions coming out of the White House and the Cabinet Departments which are legitimate news. Most of this is passing through the system without the apparent involvement of President Ford -- or so the press would have you believe.

Every day, the Secretary of Defense, the Secretary of State, the Secretary of Agriculture and other Cabinet officers are making important decisions and taking action on behalf of the Ford Administration. Many of these actions/decisions are released to the press by the Cabinet officers involved. However -- they are not running for office.



The role of the "communications coordinator" would be to look over this body of Administration actions/decisions and harness the most important ones to be announced by the President.

The objective to be that 5 or 6 days a week, the President would be on the 7 o'clock news with some decision - action - policy statement - or some Presidential state occasion, even if nothing more than meeting with some visiting head of state.

This is the most important thing we can do to demonstrate the President's leadership capabilities.

Leadership cannot be claimed by copy writers, speech writers, or even by the President himself -- it must be demonstrated -- not verbalized.

CONCLUSION

An overall communication strategy is imperative.

Likewise, the appointment of the two key people -- a top advertising strategist and a "communications coordinator" to manage the communications strategy -- is equally imperative.

The Advisory Board wants to continue to serve the President Ford Committee, but they doubt their ability to contribute to the campaign, as a group, unless they have a communications track to run on and a central authority who can make use of the group as a resource.

Speaking as the Chairman, I must reiterate that this is the highest quality professional advertising group which can be put together. President Ford needs their help. I'm sure you share my view that we want to keep them as a resource.

As a reminder of their qualifications as professionals in their field, I have attached an up-to-date roster of the Board and their business affiliations.



Campaign '76

Media Communications, Inc.

1828 L STREET, N.W., WASHINGTON, D.C. 20036 (202) 833-8950

ADVISORY BOARD MEMBERS

May 26, 1976

Matthews, Leonard S. 312/236-5959
CHAIRMAN, ADVISORY BOARD
Leo Burnett Company, Inc.
Prudential Plaza
Chicago, Illinois 60601

✓ Adams, Thomas B. 313/872-6200 ext. 211
Chairman of the Board
Campbell Ewald Company
3044 West Grand Boulevard
Detroit, Michigan 48202

Bloede, Victor G. 212/758-6200
Chairman of the Board
Benton and Bowles, Inc.
909 Third Avenue
New York, New York 10022

Christian, Richard 312/329-1100
Chairman of the Board
Marsteller, Inc.
1 East Wacker Drive
Chicago, Illinois 60601

✓ Cummings, Bart 212/754-1100
Chairman of the Executive Committee
Compton Advertising, Inc.
625 Madison Avenue
New York, New York 10022

✓ Dailey, Peter H. 213/386-7823
Chairman and President
Dailey and Associates Advertising
3807 Wilshire Boulevard
Los Angeles, California 90010

Elliott, John Jr. 212/688-6100
Chairman of the Board
Ogilvy and Mather, Inc.
2 East 48th Street
New York, New York 10017

Henderson, James
Chairman of the Board
Henderson Advertising Agency,
Inc.
55 South Pleasantburg Drive
P.O. Box 5308
Greenville, South Carolina 29606

Joanou, Phil 213/386-7823
Executive Vice President
Dailey & Associates Advertising
3807 Wilshire Boulevard
Los Angeles, California 90010

Meyer, Edward 212/751-3500
President and Chairman
Grey Advertising
777 Third Avenue
New York, New York 10017

Miller, Cliff 213/385-3481
Braun & Company
3055 Wilshire Boulevard
Suite 540
Los Angeles, California 90010

O'Reilly, Richard 212/758-4300
Vice Chairman
Wells, Rich and Greene, Inc.
767 Fifth Avenue
New York, New York 10022

Posey, Chester (Chet) 212/986-
Vice Chairman 2122
deGarmo Advertising, Inc.
605 Third Avenue
New York, New York 10016



ADVISORY BOARD MEMBERS
page two

Schultz, Arthur W. 312/467-9200
Chairman of the Board
Foote, Cone & Belding
401 North Michigan Avenue
Chicago, Illinois 60611



Roy Hughes

Fy1

OGILVY & MATHER INTERNATIONAL INC.

2 East 48 Street · New York 10017

Telephone: (212) Murray Hill 8-6100 · Telex: 620554 and 012279 · Cables: Flagbearer New York

JOHN ELLIOTT, JR
Chairman

May 25, 1976

P R I V A T E

Dear Len,

You are having your meeting as I write this.

I have just read the TV "dialogue" storyboards and radio commercials that were sent me.

I think they are lousy. I throw up at them.

Many of us throw up at "dialogue" commercials (slice of life), but take refuge in the belief that "they work."

I wonder. In any event, I don't like the idea of reducing the issues of a Presidential campaign to simplistic hucksterism. It is out-of-date.

Joanie: "Gee, I never stopped to think ..."

Announcer: "Stop and think, Joanie. In his own decent, honest way, President Ford is bringing peace and prosperity back to America. Don't stop him now ..."

What a pile of crap. How insulting to the Joanies of our country.

One appeal of Jerry Brown, who has no experience, is that he doesn't have any truck with crap like that.

For God's sake, let's talk to the American people as if they were grown-ups.

Another thing: President Ford should be his own spokesman. He is awful. So awful you've got to believe him. In any event, he is whom we are voting for, for better or worse. No point in hiding him behind ad men's techniques.



Give him a few drinks and film him for a couple of hours about what he believes in. Maybe after the first hour he'll abandon the measured phrases and speak like a normal person.

If it doesn't work, all you've wasted is a couple of hours and a little bourbon. (But he should have had a nice time.)

I think the President is a decent, honest man. I also think his policies are right (starting with the pardon of Nixon, that is bedevilling him). I also think he is lucky (to have been picked, to have peace and returning prosperity). But he sure is a bum presenter.

The way to cope with this last problem is not to run away from it to slice of life commercials but to help him. All my experience (of a million years ago) says that the voters want to see the candidate, not someone talking about the candidate.

Them's my sentiments. Sorry to miss the meeting.

Best regards,

Sincerely,

This letter, on rereading, sounds very intemperatc, but the hell with that - here it is.

Mr. Len Matthews
Campaign '76
1828 L Street, N.W.
Washington, D.C. 20036

Joak



Campaign '76
Media Communications, Inc.

1828 L STREET, N.W., WASHINGTON, D.C. 20036 (202) 833-8950

May 21, 1976

Mr. Rogers Morton
President Ford Committee
1828 L Street, N.W., Suite 250
Washington, D. C. 20036

Dear Rog:

I want to inform you that I have today resigned as Chairman and Chief Executive Officer of Campaign '76 Media Communications, Inc., effective immediately.

As you are aware, I did not seek the responsibility of directing the advertising campaign for President Ford's election, and I accepted the role reluctantly at the urging of Bo Callaway. I did so because I felt Gerald Ford was the best qualified man to be President and that there was insufficient experience in either the President Ford Committee or the White House with advertising techniques involved in national presidential politics. I believed that my recent experience would be useful and meaningful in helping to achieve President Ford's nomination and election.

I am resigning because of continuing disagreements on matters of policy and strategy. Accordingly, I do not feel that I should continue to have executive responsibility for policies with which I have substantial disagreements.

As agreed to by Bo Callaway, Campaign '76 Media Communications, Inc. should be dissolved immediately; its functions transferred to another agency; and an audited statement of its activities carried on under my direction should be provided to me and the Committee.

I wish the President all the best!

Cordially,



Peter H. Dailey

PHD:cf

cc: The President
Richard B. Cheney ✓
Robert P. Visser

