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To the Graduate Council:

I am submitting herewith a thesis written by James Fox Hind entitled "The History of Transportation Advertising, 1850-1956, and A Study of Its Importance in Knoxville, Tennessee." I recommend that it be accepted for nine quarter hours of credit in partial fulfillment of the requirements for the degree of Master of Science, with a major in Marketing.

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THE HISTORY OF TRANSPORTATION ADVERTISING, 1850-1956, AND A STUDY OF ITS IMPORTANCE IN KNOXVILLE, TENNESSEE

A THESIS

Submitted to
The Graduate Council
of
The University of Tennessee
in
Partial Fulfillment of the Requirements
for the degree of
Master of Science

---

by

James Fox Hind

June 1958

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CHAPTER I

GENERAL INTRODUCTION

In 1956 organized local passenger transportation agencies in the United States carried about thirty million passengers every day, 912 million every month, totaling 10.94 billion for the year. These agencies included local motor bus lines, electric street railways, elevated and subway lines, interurban electric railways, and trolley coach lines. They did not include taxicabs, suburban railroads, sightseeing buses, and school buses.[1]

Today's transit industry represents a gross investment of over $35 billion. The American Transit Association lists 1,326 companies (representing more than 85 per cent of the transit industry) that own more than 70,000 passenger vehicles.[2]

Briefly, this is the present status of the transit industry in the United States. For more than a century, the transit industry has grown and expanded to become a necessity in the lives of many people in this country.

Along with the growth of the transit industry, there has evolved an advertising medium appropriately called transportation advertising. From the early days of the main street horse cars to the present modern 51-passenger city-suburban bus, "transportation advertising has grown along with the development of a series of public transportation systems

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[1]"The Transit Industry - 1956," Transit Fact Book, A Report Prepared by American Transit Association, 1957 Edition, p. 3.

[2]Ibid.

that today carry the equivalent of the entire population of the United States within a five-day period."[3] Today, this medium can be found in almost every city or town in the United States with a population of 15,000 or more, and also in many smaller markets.[4]

In the United States there are approximately 70,000 vehicles that carry transportation advertising with a circulation of nearly eleven billion passengers yearly.[5]

Transportation advertising is unique in that it is essentially a by-product of public transportation which can possibly operate without advertising revenue.[6] The term "Transportation Advertising" was chosen because the facilities included:

> Car Card Advertising - the advertising placed in the interior of street cars, buses, subways, elevated and suburban trains.[7]
>
> Traveling Displays - the large signs placed on the exterior of street cars and buses.[8]
>
> Station Posters - the various sized posters found in subway, elevated and suburban train stations.[9]

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[3]Mutual Transportation Advertising, Inc., (no title), A Sales Manual Prepared by Mutual Transportation Advertising, Inc., 1956, p. 2.

[4]Roger Barton, ed., Advertising Handbook (New York: Prentice-Hall Inc., 1950), p. 636.

[5]Letter from Allan B. Chalfant, Managing Director of National Association of Transportation Advertising, Inc., New York, New York, to James Hind, dated January 7, 1958.

[6]Mutual Transportation Advertising, Inc., op. cit., p. 2.

[7]National Association of Transportation Advertising, Inc., Questions and Answers About Car Card Advertising, A Brochure Prepared by National Association of Transportation Advertising, Inc., p. 2.

[8]Ibid.

[9]Ibid.

This study will be concerned with the car card and traveling display phase of the medium.

Statement of the Problem

The problem of this study is: (1) to give a written account of the history and development of the medium of transportation advertising in the United States from its known beginning to its present status in chronological order; and (2) to determine what place of importance the medium of transportation advertising occupies within the advertising program of the local transit advertisers in the city of Knoxville, Tennessee.

The purpose of the first part of the problem is to trace historically the medium of transportation advertising in this country from its beginning in 1850 to 1957. This part of the problem includes a discussion of the growth and development of the transportation advertising industry, its method of operation and its associations, the trends of the medium over the past years, an analysis of the structure of the transportation advertising business, and various research studies conducted concerning the medium.

The second part of the study, that of determining the place of importance this medium occupies within the advertising program of the local transit advertisers in the city of Knoxville, Tennessee, will collect and analyze pertinent facts concerning:

1. Classification of local transit advertisers.
2. Major media used in advertising program in 1957.

3. Ranking of media according to advertising expenditures in 1957.

4. Present usage of the medium.

5. Number of inside and outside users.

6. Reasons given for using the medium.

7. Reasons given for not using the medium.

8. Advertisers' objectives in using the medium.

9. Frequency of copy changes of transit advertising displays.

10. Reasons for copy changes of transit advertising displays.

11. Problems encountered in contracting for and using the medium. (Agencies included)

12. Evaluation of the service received from transportation advertising. (Agencies included)

It will also give the opinions of advertisers and advertising agency executives on selected phases of advertising media with emphasis on transportation advertising. More specifically, how do these advertisers and advertising agency executives evaluate the effectiveness of the medium of transportation advertising as adapted to the promotion of their products or services, or in the case of agencies, their clients' products or services?

It should be emphasized that a clear distinction is made throughout the thesis, and particularly in this analysis, between the advertising (and users of such advertising) placed in the interior of the transit vehicles and the advertising (and users of such advertising) placed on the exterior of the transit vehicles. This distinction is considered necessary not only because the sizes, showings, rates, and production techniques differ for inside and outside transit displays, but also because

the opinions of advertisers and advertising agency executives differ as to the effectiveness of each.

Importance of the Study

An advertising medium is a means of communication. "It sells an idea, a product, or a service to the person or persons who benefit by buying it."[10] Transportation advertising is a distinct type of medium that can bring the message of the man with the idea, product, or service to the attention of the man or woman on a street corner or the driver of an automobile, as well as to the transit rider, all of whom are potential buyers. Research findings show that the majority of city residents make frequent use of public transit, and that riders do read the advertisements, proving that transportation advertising can communicate.[11] This medium "maintains certain unique advantages and basic differences which give it a permanently important place" in the overall media picture of today.[12]

Every city large enough to support a transit system has transportation advertising available. Approximately 70,000 vehicles carry transportation advertising.[13] Because physical space limitations restrict the

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[10]Ibid., p. 3.

[11]Ibid.

[12]Mutual Transportation Advertising Inc., loc. cit.

[13]Letter from Allan B. Chalfant, Managing Director of National Association of Transportation Advertising, Inc., New York, New York, to James Hind, dated January 7, 1958.

number of advertisers it is possible to accommodate in transit vehicles, the medium will always be small in relation to other media. Nevertheless, transportation advertising has served its advertisers well during past years "in the continual problem of selling the urban market - the richest of all."[14]

Many books cover the history and development of nearly every media existing in our advertising economy today. But the medium of "transportation advertising is a phase of the advertising business which has been completely overlooked."[15] Historical material concerning the medium is scarce. The National Association of Transportation Advertising, Inc., the trade association for the transportation advertising industry, has no historical file at all relating to transit advertising.[16] A doctoral thesis published in 1950 by James Benton Lackey, Jr. does include some historical material as background information, but the major part of the thesis is devoted to the period 1941 to 1948. Thus one important aspect of this thesis is that it is one of the first attempts made to collect and assemble the available historical material concerning the medium.

It is of value to determine and analyze the various reasons for a medium occupying a place of importance within the media structure, whether it be concerned with a national market or a local market, or just an ad-

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[14]National Association of Transportation Advertising, Inc., loc. cit.

[15]Letter from Tom O'Ryan, President, Tom O'Ryan Advertising Co., Atlanta, Georgia, to James Hind, dated August 21, 1957.

[16]Letter from Allan B. Chalfant, Managing Director of National Transportation Advertising, Inc., New York, New York, to James Hind, dated October 18, 1957.

vertiser or agency representative of one of these markets. Of equal importance is knowing the attitudes and opinions of the advertiser or agency executive toward a certain medium. Opinions and attitudes of advertisers and agency representatives greatly influence media selection, regardless of whether or not these opinions and attitudes are justified and substantiated by facts.

The knowledge of these reasons and attitudes are the lifeblood of an organization and its sales force which promote, sell, and service a medium. Overall, it provides an insight to the problems that confront an effective promotion of the medium. The advertising executives know whether or not they are effectively promoting the medium, whether or not they are giving adequate service, and whether or not it is a good service that is satisfying the advertisers who use it. A vice-president of one of the leading independent transportation advertising companies had this to say at a recent sales meeting:

> We must follow our accounts, understand their problems, and come in with creative ideas throughout the duration of his contract. If we give him proper service, coupled with our own talents, our chances for renewing the contract are excellent.
>
> We can never forget that we have an excellent medium of advertising that can move products and increase services when it is properly sold, serviced, and merchandised.[17]

The knowledge of these reasons and opinions also gives the medium salesman information upon which to base his future sales presentation. He can derive his strong selling points from such an analysis. He can also broaden and improve his present selling techniques as well as create

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[17]Joe Batchelder, Jr., A General Summary of the Sixth Semi-Annual Sales Meeting of O'Ryan & Batchelder, Inc., 1957, p. 2.

new ones.

In addition, it gives the individual advertiser justification for the initial selection or continued use of the medium. His thinking is that if other advertisers use this medium for stated reasons and get results, then maybe it would also be helpful to him.

Definitions of Terms

To give the reader a better understanding of this thesis, the following list of terms and their meanings are defined as they are used in this study:

> Advertiser - any person, firm, institution or organization which seeks to stimulate the sale or use of its goods or services through advertising; usually known to its agency as the client.[18]
>
> Advertising Account - the total advertising program of an advertiser, generally used in connection with its agency relationship.[19]
>
> Advertising Agency - an organization of specialists engaged in planning, preparing, placing, and checking the accounts of a number of advertisers. Most agency compensation is in the form of a 15 per cent discount or commission allowed by media in which the advertising is placed.[20]
>
> Campaign - a series of advertisements in various media, all related to the promotion of a specific product or service for a definite period of time.[21]

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[18]Harry Lewis Bird, This Fascinating Advertising Business (New York: The Bobbs, Merril Company, 1947), p. 9.

[19]Ibid.

[20]Ibid.

[21]Ibid.

Car Cards - the advertising placed in the interior of street cars, buses, subways, and elevated and suburban trains.[22]

Circulation - passengers carried in transit vehicles displaying car cards. The National Association of Transportation, Inc., the trade association of the transportation advertising industry, defines the unit of passenger count as follows: Each unit of count consists of one person riding one carded vehicle continuously.[23]

Copy - the headline and text of an advertisement; from the time-honored printer's term denoting the manuscript to be copied in setting type.[24]

Cost per Thousand - a measure of the cost of transportation advertising; the cost of a given advertising service divided by the average number of thousand passengers carried by such service during a month, the quotient being expressed in cents. Normally, the rate for a Full Service 11"x28" display is divided by the average monthly circulation of the city or group.[25]

Gratis Advertisement - display of any space which was donated without fee to the advertiser. The advertiser only incurs a small expense to cover the cost of installation and removal of the cards or painted displays.[26]

Independent Transportation Advertising Company or "Operator" - this is a transportation advertising company under exclusive lease arrangement with transit systems (either privately or publicly owned) to sell and service the space in or about the vehicles.[27]

Inside User - an advertiser that uses or has used the advertising placed in the interior of the transit vehicle.

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[22]National Association of Transportation Advertising, Inc., loc. cit.

[23]James Benton Lackey, Jr., Transportation Advertising 1940-1948, A Thesis Completed in Partial Fulfillment of the Requirements of the Degree of Doctor in Commercial Science at Harvard University (Andover: The Andover Press, Ltd., 1950), p. 293.

[24]Bird, loc. cit.

[25]Lackey, loc. cit.

[26]O'Ryan & Batchelder, Inc., Operations and Contract Manual of O'Ryan & Batchelder, Inc., A Manual Prepared by O'Ryan & Batchelder, Inc., p. 14.

[27]National Association of Transportation Advertising, Inc., op. cit.

Layout - sketch showing the arrangement of elements in a proposed advertisement.[28]

Lease - the contract under which an advertising operation obtains the privilege of displaying car cards in the vehicles of a transit operation for a stated period.[29]

Local Transit Advertiser - a person, retail firm, company or corporation whose business is located in or around the city limits of Knoxville, Tennessee, that presently advertises or has advertised on a transit vehicle within the past three years (1955 to 1957) in the city of Knoxville, Tennessee.

Medium - (plural 'Media') - any advertising vehicle; also the combined units in any particular branch of advertising.[30]

Merchandising Vendors - small advertising sheets or tabs on small hooks which project from an advertiser's car card. These are usually business reply postals.[31]

National Advertiser - a company advertising outside the city, or region in which is located its principal place of business.[32]

Outside User - an advertiser that uses or has used the advertising placed on the exterior of the transit vehicle.

Take-Ones - a pad or package of small advertising sheets, frequently business reply postals, attached to an advertiser's car card and available for removal by bus passengers.[33]

Transit Industry - comprises all organized local passenger transportation agencies except taxicabs and suburban railroads, sightseeing buses and school buses. Included are (1) local motor bus lines, (2) electric street railways, (3) elevated and subway lines, (4) interurban electric railways, and (5)

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[28]Bird, loc. cit.

[29]Lackey, op. cit., p. 294.

[30]Bird, op. cit., p. 10.

[31]Mutual Transportation Advertising, Inc., op. cit., p. 26.

[32]Lackey, op. cit., p. 295.

[33]Ibid., p. 296.

trolley coach lines.[34]

Transit Spectacular or Painted Display - large-size traveling display usually painted directly on the side of the bus.[35]

Transportation Advertising or Transit Advertising - includes the advertising placed in the interior of street cars, buses, subways, elevated and suburban trains, and the large signs placed on the exterior of street cars and buses. It does not include station posters that are placed at points where vehicles stop, or any advertising displayed on taxicabs, trucks, or intercity buses.[36]

Traveling Displays - the large signs placed on the exterior of street cars and buses.[37]

Methods of Procedure and Sources of Data

Since most books on advertising media covered the subject of the history and development of transportation advertising lightly or not at all, secondary sources were a problem, and information was scarce. Thus, it was necessary to prepare a list of outside sources from which this material could be obtained.

Primary sources included personal interviews with Mr. Tom O'Ryan, President of Tom O'Ryan Advertising Co., Mr. Mark Batchelder, Vice President of O'Ryan & Batchelder, Inc., and Mr. E. Vernon Oliver, Tennessee Divisional Manager of O'Ryan & Batchelder, Inc. Additional information

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[34]Preface to the Transit Fact Book, A Report Prepared by American Transit Association, 1957 Edition.

[35]National Association of Transportation Advertising, Inc., op. cit., p. 2.

[36]Ibid.

[37]Ibid.

was obtained by correspondence with the following men: Mr. Joe Batchelder, Jr., Vice President of O'Ryan & Batchelder, Inc., Mr. Allan B. Chalfant, Managing Director of National Association of Transportation Advertising, Inc., Mr. Max Kiebel, Vice President, Chicago Division, Mutual Transportation Advertising, Inc., Mr. Robert D. Carrier, General Sales Manager of Mutual Transportation Advertising, Inc., and Mr. Frank J. Clary, Secretary of Mutual Transportation Advertising, Inc. Secondary sources included company publications and records, association publications, research studies, Standard Rate and Data Service, Inc., and various periodicals and textbooks in the libraries.

To obtain the information used in determining the local importance of transportation advertising as a medium, it was necessary to develop an interview guide. The interview guide was prepared with the help and advice of the Marketing Department at The University of Tennessee and a local representative and executives of independent transportation advertising companies.

The quantitative and qualitative data were obtained by personally interviewing the advertisers in or around the city of Knoxville, Tennessee, who are presently using or have used the medium of transportation advertising in the city of Knoxville within the past three years (1955 to 1957). Every effort was made to interview the person or persons responsible for the selection and scheduling of the medium itself. These advertisers are present or were past clients of O'Ryan & Batchelder, Inc., an independent transportation advertising operator with a local sales representative. Advertisers who had space donated to them on a gratis basis, or who used the medium on a local cooperative arrangement, or who were considered

delinquent accounts by the transportation advertising company were omitted from the interviewing. With the above exceptions, these clients comprised the statistical universe for this period in the city of Knoxville since the above mentioned company has the only franchise for this area. A total of thirty-six transit advertisers and five agencies were interviewed. All interviewing was done during a four week period ending February 12, 1958.

Due to the physical limitations and costs involved, it was necessary to restrict the area surveyed to the city of Knoxville, Tennessee. Also, information necessary to conducting the study was readily made available by the Tennessee Divisional Manager of O'Ryan & Batchelder, Inc., an independent transportation advertising company.

Organization of the Study by Chapters

This introductory chapter has indicated briefly the present status of the transit industry in the United States. It was shown that the growth of the medium of transportation advertising has been synonymous with the beginning and development of the public transit systems of this country. Next, the problem of the study was discussed. The problem is important, because it is one of the first attempts to collect and assemble historical information about the medium, and also because of the help it might possibly give to the organization that represents the medium and to the individual advertiser. This was followed by a definition of the terms as used in the study. Lastly, the methods of procedure and sources of data were given.

Chapters II and III are devoted to the history and development of

the medium of transportation advertising in the United States. This part of the study includes a discussion of the chronological development of the medium of transportation advertising, its industry and method of operation, the industry associations and their purposes, an analysis of the structure of the transportation advertising business, and research findings of the medium.

Chapter IV is an analysis of the advantages and disadvantages of the medium. Research findings are used to justify some of the advantages. Moreover, these advantages are analyzed by considering the viewpoints of both the salesman and advertiser. More specifically, the salesman is trying to justify the use of the medium to the advertisers, while the individual advertiser or the agency representative is trying to justify (in his own mind) the use or non-use of the medium in an advertising campaign.

Chapter V is an analysis of the information obtained from advertisers who are now using or have used the medium of transportation advertising in the city of Knoxville within their general advertising program during the past three years. The opinions obtained from the representatives of the advertising agencies are also included in this chapter. Much of the information is presented in the form of case studies with numbers representing the various advertisers and agencies. This was considered necessary in order to give a more clear and coherent presentation.

Chapter VI contains the summary of the findings of the study, the conclusions of the study, and its recommendations.

The bibliography contains a list of books, periodicals, pamphlets,

company and association publications, and other information used in the study.

The appendix contains a copy of the interview guide used in interviewing the advertisers and agency representatives.

CHAPTER II

HISTORY OF TRANSPORTATION ADVERTISING

The following chapter is devoted to a history of transportation advertising in the United States from 1850 to 1950. The chapter contains the development of the medium, its industry and its operations, and the history of the industry associations and their purposes.

Early Development in United States

A card tacked up in the saloon of the early river steamboat was said to be the "forerunner of the street-car card" in the United States. As far as known there was no transportation advertising in the period that preceded cars running on rails. The New York railroad that operated from the Bowery to Harlem opened in 1832. It was the first street-car rail line in the world. The Second, Third, Sixth, and Eighth Avenue lines came twenty years later. Boston had its first line in 1856, Philadelphia in 1857.[1]

Horse-car Advertising in New York City Street Cars

The earliest recorded evidence of any form of car card advertising was in 1850, when Lord & Taylor had a "panel sign" in the horse cars of New York City, advertising a local department store.[2] During these early

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[1]Frank Presbrey, The History and Development of Advertising (New York: Doubleday, Doran & Company, Inc., 1929), p. 512.

[2]National Association of Transportation Advertising, Inc., Questions and Answers About Car Card Advertising, A Brochure Prepared by National Association of Transportation Advertising, Inc., p. 2.

days the street-car conductors served as advertising operators. These conductors contracted for space as a sideline and received concessions from the street-car companies. One of the earliest of these was said to have been a man named Chase, "a character typical of the picturesque, good-natured tribe of old-time horse car conductors acquainted with everyone along the line."[3] His contracted space was in the cars of the Third Avenue Company, and it was said that he obtained considerable patronage from merchants.[4] One of the earlier advertisers was B. T. Babbitt who used the Third Avenue horsecar line to promote soap sales.[5]

William J. Carleton was another man who acted as an agent on a small basis for street-car advertising. He was a conductor on the Third Avenue line. He began in 1875 by tacking up signs in his car for some of his patrons[6] while still collecting fares.[7] This was considered to be one of the first attempts to handle systematically the sale of space in street cars.[8]

There is some evidence of systematic advertising prior to 1875. Frederick Hudson states in the History of American Journalism, written in 1872, "In our (New York) street or horse cars the panel advertising system

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[3]Presbrey, op. cit., p. 515.

[4]Ibid.

[5]Harry Lewis Bird, This Fascinating Advertising Business (New York: The Bobbs-Merrill Company, 1947), p. 251.

[6]Daniel Starch, Principles of Advertising (New York: A. W. Shaw Company, 1926), p. 852.

[7]Presbrey, op. cit., p. 515.

[8]Starch, loc. cit.

is in vogue."[9] This reference is to a frame containing several panels, which may have been a method used in New York in the late 1860's. A description of this panel follows:

> In some cars this panel seems to have been a narrow frame placed inside on either side of the door, in others an oblong affair containing three or four sections and fastened more or less loosely over the windows, where it added to other rattle produced by the bouncing of the car over the tracks.[10]

Sketches of crowds that attended the Centennial Exhibition in Philadelphia in 1876 show these advertising panels over the windows of street cars.[11]

A favorite position for street-car advertisements was near a coal stove used to warm the passengers in cold weather. These advertisements were "either a framed announcement, a posted dodger (small hand bill) or two, or a bunch of dodgers hung by a string with the invitation 'Take One.'"[12] While the dodgers might possibly have been placed by private arrangements with the conductor, it seems more likely that the frame was a formal concession with the street-car company.[13]

Some of the Broadway and Fifth Avenue coaches of New York City in the 80's had a glass-covered frame over the inside of the door. A retail store on the car route usually placed an announcement here and did not change the copy during the term of the contract. But often grime covered the glass, and the advertisement could not be read. Poor lighting or

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[9]Presbrey, op. cit., p. 513.

[10]Ibid.

[11]Ibid., p. 514.

[12]Ibid.

[13]Ibid.

none at all in the horse cars or coaches made an advertisement of little use at nighttime.[14]

Beginning of Organized Selling of Street-car Space by Companies

The organized selling of street-car space began in 1884. Before this, copy had come from local stores, but Sapolio (metal polish) now brought national advertising to the street car. Sapolio leased the tops of the Fifth Avenue stages in New York and later advertised on the risers on the stairs leading up to the platforms of the Sixth Avenue "L". H-O (breakfast food) also used this position, and Royal Baking Powder acquired it in the late 80's.[15] These risers and advertising boards on the roofs of cars were the first evidences of a systematic employment of street cars as carriers of advertising. The advertising board on these risers was a few inches high and was as long as the raised portion of roof. Smaller boards were located on the slopes over the entrances so that people on the sidewalks might see them.[16]

Figure 1 is a copy of an early document relating to the sale of advertising space. While it is not a contract, it clearly implies one.

In 1886 former conductor William Carleton from his home in Boston devoted all of his time to street-car advertising where he made contracts for inserting cards.[17] A short time before this, a Colonel George Bliss

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[14] Ibid.

[15] Presbrey, op. cit., p. 515.

[16] Ibid., p. 514.

[17] Starch, loc. cit.



PHILADELPHIA
STREET RAILWAY ADVERTISING
AND
NEWS COMPANY

1104 WALNUT STREET.

Philadelphia, 11/24 1886.

Mr. A. G. Murphy

Dear Sir:

Your advertisements have been placed in the cars of the following lines on Nov 24th as per your contract, commencing Nov 24th which, however, will be subject to such changes to other cars on same lines as circumstances may require.

12 & 16th St cars Nos. A-85-89-90-91-94-96-97-99-100.-

19 & 20th " " 504-505-506-507-508-509-510-511-512-513.

13 & 15th " " 12-24-40-46-52-56-60-64-66-68.-

Reply Yours

H. A. Bergmann
Mgr.

Source: Records of National Association of Transportation Advertising, Inc.

Figure 1. Early Document Relating to Sale of Transportation Advertising Space.

had organized the Manhattan Railway Advertising Company, and men of business experience had finally become interested in the possibilities of street-car concessions.[18]

Larger and roomier cable-drawn cars, better adapted to advertising, gave a much-needed impetus to the industry. These cars originated in hilly San Francisco in the 70's and by 1885 were being used in other large cities. They were better lighted than the old horse cars and furnished more and better space as well as more attractive surroundings for the advertisements. The development of this more attractive advertising in cable cars did much to influence a greater effort to make advertising in the horse cars more attractive.[19]

As interest in the industry increased, other companies were formed. Colonel Ewing Hill organized the Western Advertising Company in St. Louis in the late 80's. The Michigan Street Car Advertising Company in Michigan, and a company in Boston under the direction of Clinton Elliott that covered New England, were also organized about this time. Street-car advertising revenue was estimated at $25,000 for this country in 1886.[20]

In 1889 William J. Carleton and George Kissam formed the firm of Carleton & Kissam[21] with their main office in the Times Building in New York and other offices in principal cities.[22] Before this, each operation

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[18]Presbrey, op. cit., p. 515.

[19]Ibid., pp. 515-516.

[20]Ibid., p. 516.

[21]Ibid.

[22]National Association of Transportation Advertising, Inc., "Chrono-

was local in scope,[23] and this firm is recognized as the first to sell street-car advertising on a national basis. The problem then, and even now, is the odd assortment of space available for advertising because of the variety of types of vehicles. Even though Carleton & Kissam sold an odd assortment of space, they were working to obtain uniformity in the selling of this space and did much to secure the general adoption of an advertising rack and to influence car companies and manufacturers to design cars that would give advertising an easily noted place of prominence.[24]

Electric Street Car Gives Impetus to Car Card Advertising

It was about this time that the electric car with its increased size and better lighting came into being. This encouraged and gave a more appropriate setting for advertising. New construction of these electric cars did much to standardize the size of car cards. With this standardization came an increase in the national advertising, and the industry grew. By 1889 Carleton & Kissam had c ntrol of 1,000 cars in nine cities.[25]

In 1890 the Randall Card Rack was invented. It allowed the use of standardized cards and made possible a more frequent change of copy.[26]

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logical History of Transportation Advertising, 1850-1944," Prepared by the National Association of Transportation Advertising, Inc., September, 1953, p. 1. (Mimeographed)

[23]James Benton Lackey, Jr., Transportation Advertising 1940-1948, A Thesis Completed in Partial Fulfillment of the Requirements of the Degree of Doctor in Commercial Science at Harvard University (Andover: The Andover Press, Ltd., 1950), p. 17.

[24]Presbrey, loc. cit.

[25]Ibid.

[26]Starch, op. cit., p. 853.

The use of standardized cards seemed to increase transportation advertising revenue, and the street-car advertising revenue had grown to an estimated total of $200,000 in 1890. Two years later in 1892, the Traction Advertising Company was formed in Peoria, Illinois.[27]

As the firm of Carleton & Kissam grew, so did their campaign of selling street-car advertising to national advertisers. Their elaborate promotional campaign included, among other media, the front cover, a double page, or a page each week in Printers' Ink.[28] Figure 2 is an early advertisement of the George Kissam & Co. taken from an 1898 Printers' Ink.

In 1891 the advertising copy used began to change. This change brought about what might be called the jingle and illustration period, and it gave a "shot in the arm" to the medium of transportation advertising. Successful campaigns were the DeLong Hook and Eye jingles on "See that hump?" and the Plymouth Rock Pants "Do You Wear Pants?" question. Further campaigns of this type were successful in the late 90's.[29]

By 1895 six national advertisers were each spending from $75,000 to $100,000 on this medium. About sixty general advertisers were using the medium with an annual expenditure of over $2,000,000. Street-car builders designed the interior of their cars with a uniform rack of sixteen spaces to use a card size of 11" x 21". About seventy-five per cent of the cards that were placed for national advertisers were in this standard size.[30]

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[27]Presbrey, loc. cit.

[28]Ibid., pp. 516-517.

[29]Ibid.

[30]Ibid.

The Brooklyn Elevated Railroad Trains

297 Cars
$100
per month

GEORGE KISSAM & CO.

ARE NOW RUNNING OVER THE BRIDGE from New York to Manhattan Beach, West Brighton and Rockaway. The Brooklyn "L" is the first to run trains to the above points, and was the FIRST to have REAL advertising in its cars; size of car cards 16x24 inches in a concave rack. Real display, plenty of space to tell your story, and good comfortable cars where the card can be easily seen and its contents absorbed at leisure on the only intelligent trip to or from New York or other points covered by the Brooklyn "L" system.

253 BROADWAY, N. Y.

Source: Printers' Ink, 24:30-31, September 7, 1898.

Figure 2. Early Advertisement of Transportation Advertising Company.

By 1895 Carleton & Kissam controlled 9,000 cars in fifty-four cities.[31] At that time car cards were placed in small frames behind glass and hung on the inside of the vehicles.[32] The Street Railway Journal in December, 1895, gave due credit to these pioneers for the first systemization of street-car advertising, and also for securing an attractive setting for its use:

> The street railway companies of the country owe a debt to this firm [Carleton & Kissam] which is none the less important because not always realized. To them more than to any other person is due the credit of introducing method and order in street-car advertising. Those who remember the old custom practised by many roads of carrying advertisements on the roof and elsewhere outside the car will appreciate the value of this improvement. Carleton & Kissam always advocated two distinct measures: confining the cards to a single row of tasteful racks on each side of the car, and of making them attractive to the eye. That their judgement was good in this respect is shown by the almost universal adoption in this country of these ideas, and by the large business which the firm controls in street-railway advertising.[33]

In the late 1890's Artemas Ward organized the firm of Ward & Gow.[34] Ward had previously been the advertising manager of Sapolio and had shown interest and faith in street-car advertising at that time.[35] He contracted with transportation companies in ten large cities[36] to sell space

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[31]Hugh E. Agnew, Advertising Media (New York: D. Van Nostrand Company, Inc., 1932), p. 357.

[32]"Chronological History of Transportation Advertising," loc. cit.

[33]Frank Presbrey, The History and Development of Advertising (New York: Doubleday, Doran & Company, Inc., 1929), p. 517, quoting the Street Railway Journal, December, 1895.

[34]Starch, loc. cit.

[35]Presbrey, loc. cit.

[36]Bird, loc. cit.

on a standardized basis.[37] At the time of organization, the firm listed 3500 cars in New York and 1100 in Chicago.[38] Later in 1899,[39] the firm offered advertising in 14,000 cars in ninety-three cities, making use of a local agent in each city.[40] This is recognized as the earliest effort to establish a national sales agency.[41]

By 1900 every city of any size had either street cars, horse cars, cable cars, or trolleys. Husbands not only rode to work on these vehicles, but housewives also used them to go downtown and do their shopping. In general, people travelled the same car lines every day. These regular riding habits necessitated a frequent change of copy to hold the interest of riders. This situation somewhat revived the practices used in the previous jingle and illustration period. J. K. Frazer organized an advertising campaign for Ward & Gow that included what was called the Spottlestown jingles for Sapolio. As they proved to be very popular, others started using copy of this type.[42]

Another famous campaign was the Phoebe Snow Campaign for the Lackawanna Railroad, so called "The Road of Anthracite." Ernest Elmer Calkins

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[37]Starch, loc. cit.

[38]Presbrey, loc. cit.

[39]Hrolf Wisby, "Modern Advertising Methods," Independent, 56:260, February 4, 1904.

[40]Lackey, loc. cit.

[41]"Chronological History of Transportation Advertising," loc. cit.

[42]G. Lynn Sumner, How I Learned the Secrets of Success in Advertising (New York: Prentice-Hall, Inc., 1952), pp. 215-216.

wrote jingles that symbolised cleanliness on a coal-carrying railroad. Every rider of street cars, subways, and elevated trains in New York City became familiar with such jingles, and similar ones are often used today in cars and buses, most recently by Alka-Seltzer.[43]

The firm of Ward & Gow did not have adequate control over the individual operators to prevent rate cutting, and the contractural arrangements with other advertising companies were soon terminated. The Street Railways Advertising Company later developed from this abandoned syndicate.[44]

During the time that Bliss, Carleton and Kissam were starting their firms,[45] Barron Collier, who at the age of seventeen had started selling space in the street cars of cities in Tennessee,[46] was devising a plan to standardize street-car advertising by uniting the companies engaged in it into workable cooperation.[47]

It is only fitting and proper at this time to give a brief biographical sketch of Barron Collier since his name was synonymous with the car card advertising industry from 1895 to 1940.[48]

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[43] Ibid., p. 516.

[44] Starch, loc. cit.

[45] Agnew, loc. cit.

[46] Presbrey, op. cit., p. 518.

[47] Agnew, loc. cit.

[48] Lackey, op. cit., pp. 17-18.

Barron G. Collier's Era of Transportation Advertising Begins

Barron Collier was born March 23, 1873, in Memphis, Tennessee.[49] He started his business career there in the early 90's as a messenger boy. His early decision in life was that he was to devote his "time, energy and ability" to the field of advertising. He was particularly interested in the field of street-car advertising in which he saw a promising future, even though its possibilities had been practically unexplored at that time.[50]

It was said that in his early boyhood, Collier spent his mornings scattering straw on the floors of Memphis street cars to keep the passengers' feet warm, his afternoons selling street-car space for local advertising, and his evenings printing crude irregularly shaped signs which told the people what to buy and where.[51]

Collier had this to say about his boyhood:

> I have no youth. Most boys pass through a sweetheart stage during adolescence, I never did. . . . . I think the time and vital energy that many young men spend in dancing and flirting was spared to me to be used in business purposes.[52]

Early in life Collier developed theories that were to later influence his business decisions. Continuing he says:

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[49]Albert N. Marcus, ed., Who's Who in America, 1938-1939, Vol. 20 (Chicago: The A. N. Marcus Co., 1938), p. 598.

[50]Robert Dougan, "Putting an Idea to Work," Nation's Business, 17:39, March, 1929.

[51]"Car Cards Ready to Flash in Buses," The Literary Digest, 122:41, September 5, 1936.

[52]Dougan, op. cit., p. 40.

> From the first, business was the pole-star of my ambition. As a boy, I decided that success or failure in business was not a matter of luck nor of predestination. I decided that as a businessman I simply was to be in competition with the mental and physical resistance of other strivers for success; that all business was made up entirely of human beings; that the man who had enough mental energy never to give up was the man who won; and that human resistance was the only barrier to success.
>
> Many people told me as a boy that I was a natural born salesman and, with the credulity of youth, I believed it. Advertising appealed to me as being nearly 100 per cent my idea of a fine business in which I could sell. Besides it didn't require much capital, I then believed.
>
> The first thing I found out about advertising was that its value was based on circulation. When I heard advertising solicitors from the newspapers talking their medium, the word 'circulation' seemed to be most prominent in all their arguments. With the idea of circulation as a basis of real value to an advertising medium, I set out to find one which had not been preempted by other advertising men. I thought of every possible place where people congregated, with the view to obtain that vague something which advertising men called circulation.
>
> At last I decided that the most common gathering place of almost all of the people was the street car. So I started out to obtain the privilege of putting up advertising cards in them.
>
> The question of where the cards should be placed was decided by locating them just above the windows. Thus a rider couldn't look out a window without seeing a card. Likewise, at night when it was dark outside and there was no passing scenery to distract his attention, the cards would be better advertising value than during the day.[53]

These were the business theories of Barron Collier, and no doubt they were sound as he outlasted many of his competitors for the major part of a half-century.

As the electric car began in the 80's to replace the horse cars in the southern and eastern cities, Collier acquired leases for space to display street car cards from the local advertising companies. He ob-

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[53] Ibid., pp. 40-41.

tained leases from transit companies in Springfield, Missouri, first, then in Chattanooga, Tennessee, followed by a lease in Memphis, Tennessee. In 1900 he went to New York and organized the leading street-car advertising companies into one selling group, known as the Street Railways Advertising Company. The purpose of this company was to "carefully check, organize and standardize the service of these individual companies." The company did not operate properties direct.[54] Collier made this comment concerning the move:

> A great many persons have asked me why I came to New York when I was so pleasantly situated in Memphis. My reply was that you cannot catch big fish in a bucket - that you have to go where the fish are.
>
> I do not wish to infer that getting on my feet in New York was easy. But it is not such a harsh, cold city as most outsiders believe it to be.
>
> I started here from Memphis with a one-way railroad ticket and a very small sum of money. Subsequently, I was to experience all the thrills, disappointment and joys of living in a Gramercy Park boarding house, cooling my heels outside the office of big business men who did not seem particularly enthusiastic about seeing me, and trying to struggle to the top of the heap.[55]

It could be said that in going to New York Collier had two objectives in mind. Primarily, he wanted to organize the industry on a national scale,[56] and secondly, he wanted to bring about a standardization of the various sizes of car cards. Collier with his sound philosophy, his business theories, and a keen business judgement did just this.

His companies operated in all phases of the car card business.

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[54]"Chronological History of Transportation Advertising," loc. cit.

[55]Dougan, op. cit., p. 41.

[56]Lackey, op. cit., p. 18.

Collier directly operated many advertising franchises in the name of Barron Collier, Inc. His firm, the Street Railways Advertising Company, included over thirty former independent local franchise holders. This syndicate served as the national sales agency for his companies and a few remaining independent companies.[57] By 1905, at the age of 33, Collier controlled the advertising in over 11,000 street cars in about 350 cities.[58]

Advertisers, who at one time would have had to make separate contracts for each street-car advertising display in order to obtain national coverage, and would have had to print their advertisements on various sizes of cards, could now easily arrange for a national advertising campaign with "uniformity of display."[59]

Collier not only obtained uniformity of display in car-card advertising but also improved the artistic quality of the medium. He had this to say:

> When we started the cards were printed in black and white. That made them all run together and look alike. Therefore I determined that we should make them just as artistic as possible. Through the use of color I would try to make the cards so attractive that they would become a source of entertainment as well as information.[60]

Syndicated car cards in full color were produced in various classifications such as men's and women's shoes, furniture, jewelry, department stores, and other retail lines. Cards were usually designed so that it was only necessary to overprint the advertiser's name and address. The

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[57] Ibid.

[58] Bird, loc. cit.

[59] Agnew, op. cit., p. 358.

[60] Dougan, loc. cit.

contracts for these advertisements were made with local merchants for a series of years, "giving the merchant the exclusive right to use the syndicated cards in his territory."[61]

Continued Development of Transportation Advertising During Barron Collier Era

From 1900 to 1939 the progress of the medium of transportation advertising evolved or centered about Collier's operations. Information concerning the Collier operations during this period is scarce as James Benton Lackey, Jr. points out in his published doctoral thesis on transportation advertising. Concerning the Collier operations, he says, "One of its instruments of policy seems to have been deliberate suppression of information on methods and results of operations, in order to minimize competition."[62]

However, there is a limited general knowledge available concerning the growth and trends of the medium of transportation advertising in this period. History books consider the early part of this period as one of booming business. The "fabulous twenties" were characterized by corporate expansion and mergers. This thriving environment, no doubt, gave an added impulse to the medium.[63]

Growth of the Medium and Its Operations During Barron Collier Era

The transit industry itself was beginning to expand in the early

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[61]"Chronological History of Transportation Advertising," loc. cit.

[62]Lackey, op. cit., p. 411.

[63]Ibid., p. 18.

part of this period. By 1900, following initial operation of electric street railways in Montgomery, Alabama, in 1886, Richmond, Virginia, in 1888,[64] and Nashville, Tennessee, in 1889,[65] the electric surface railways had become one of the more important means of urban transportation. It was estimated that there were 60,000 street and interurban passenger cars in operation at the turn of the century,[66] and as the transit industry grew, so did the transportation advertising industry grow with it.

From 1900 to 1909. Early advertisers who were once skeptical about this medium were now satisfied with the results achieved through street-car advertising. This is evidenced by the success experienced of some of the larger companies when they used the medium.

The year preceding 1900, the total sales per month in New York City of the Joseph Campbell Company, manufacturers of Campbell's Soups, did not exceed sixteen cases. In that year the company appropriated $350 a month for its first street-car advertising campaign in the metropolis. The company was well satisfied with the results and gradually increased its usage of cards so that by 1910 it had them in nearly every street car in the United States. This type of advertising helped the company to increase its annual sales to 20,000,000 cans during the period

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[64]James Benton Lackey, Jr., Transportation Advertising 1940-1948 (Andover: The Andover Press, Ltd., 1950), p. 4, quoting Census of Street and Electric Railways, 1902.

[65]Nashville Transportation Survey Findings, Prepared for the Railroad and Public Utilities Commission of the State of Tennessee, under the direction of Charles W. Hawkins, 1937, p. 31.

[66]George J. Macmurray, "50 Years of Transit . . .," Bus Transportation, 30:47, February, 1951.

1899 to 1910.[67]

The following year, however, the company dropped street-car advertising and began to advertise in newspapers and magazines. In the next three years the company spent annually four times as much money in these media as in street cars and obtained no better results. Consequently, the company went back to street-car advertising on the same scale as before. The Joseph Campbell Company eventually became the largest manufacturer of condensed soups in the world. President Frailey said this about street-car advertising: "This business, aggregating $2,000,000 a year at retail prices, has been built up almost wholly through street-car advertising."[68]

A. Winebaugh, who drew up the first transportation advertising contract for the Campbell company and was the agent for street-car advertising in New York City at the time, wrote an interesting story in Printers' Ink concerning the transaction:

> A contract was signed with me for a display in one-third of the surface cars in New York City at $350 per month for a period of 12 months - $4,200. . . . . They began to doubt the wisdom of making the investment. They said that if I had the confidence in the success which the advertising would bring, why not do the advertising on my own account, and they would give me a half-interest in Campbell's Soup.[69]

Winebaugh was paying $85,000 annually for the advertising privileges of

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[67]Frank L. Blanchard, The Essentials of Advertising (New York: McGraw-Hill Book Company, Inc., 1921), p. 185.

[68]Ibid., pp. 184-185.

[69]A. Winebaugh, "When Campbell Was New," Printers' Ink, 169:44, November 22, 1934.

New York City. Half of this amount went to the transit company for the lease, and the other half went to the Ex-Mayor J. Grant from whom he purchased the lease.[70]

Even though Campbell's contract called for only one card in every third vehicle, Winebaugh placed them in every car:

> I was giving the Campbell Company three times as much advertising as was being paid for. This was without their knowing it.
>
> I increased the contract with them from one-third to two-thirds of the cars at $700 a month; and later on to all of the cars, at $1,000 a month. My rents to the railroad company had to be paid. I was doing more than the advertising. I became the consultant and adviser, besides selling the goods. At least I was entitled to be paid for the advertising that I was giving them in the cars.[71]

Wrigley's chewing gum was first advertised in this medium in 1905. William Wrigley invested $40,000 that year and then started to drop this form of advertising because he was disappointed with the results. However, the medium was continued, and after changing the copy in the second year's campaign, Wrigley became so satisfied that he has used the medium ever since. Today the William Wrigley, Jr. Company is the top advertiser in transportation advertising.[72]

Other advertisers included The Coca-Cola Company which initially spent $300 in street-car advertising, then gradually expanded its use of this medium to the street cars of every state.[73]

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[70] Ibid.

[71] Ibid., p. 45.

[72] Blanchard, op. cit., p. 185.

[73] A. Winebaugh, "When Bull Durham Shocked Fifth Avenue," Printers' Ink, 169:73, November 29, 1934.

In 1907 the American Tobacco Company took all the available outside space, including the front sides and step risers in nearly a hundred old Fifth Avenue horse-drawn buses at a cost of $1500 a year per bus. Their Bull Durham brand had the first showing. A. Winebaugh, the advertising agent, described it as follows:

> The great day arrived when the advertising on the first bus was completed. Down the avenue it came. On the front over the driver's seat was a sign six to eight feet long and about three feet high, with a roaring bull painted in colors, partly hidden by the split rail fence. Other spaces were used in like manner. It looked like a veritable house afire, and attracted attention all right. The investment of the advertiser immediately appeared to be a good one, but it was too good.[74]

When this Bull Durham advertisement appeared, the Municipal Art Society charged "vandalism, desecration of the finest avenue in the world and commercializing the most finest avenue" in the city. The driver of the bus was arrested and the case was carried to the United States Supreme Court. Apparently the court decision agreed with the art society, since Winebaugh made the following comment concerning the outcome, "I have nothing to show for my enterprise, except the memory."[75]

From 1910 to 1919. Street-car advertising ranked ninth in dollars spent annually on the different classes of media in 1910, totaling $10,000,000. Other media and their expenditures are presented below:[76]

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[74] Ibid.

[75] Ibid., pp. 73-74.

[76] Henry Foster Adams, Advertising and Its Mental Laws (New York: The Macmillan Company, 1916), p. 37 quoting Printers' Ink, May 4, 1911, p. 78.

Newspaper advertising	$250,000,000
Direct mail advertising	100,000,000
Farm and mail order	75,000,000
Magazine advertising	60,000,000
Novelty	30,000,000
Billposting	30,000,000
Outdoor electric signs	25,000,000
Demonstration and sampling . .	18,000,000
Street-car advertising	10,000,000
House organs	7,000,000
Distributing	6,000,000
Theater programs	5,000,000
	$616,000,000

By 1915 there were 50,000 street cars in the United States carrying thirty to forty million passengers a day, or ten to twelve billion a year. It was claimed that street-car advertising was exposed to one-half the total population of the United States.[77]

Five companies controlled the advertising privileges of 95 per cent of these cars; one company alone controlled 72 per cent. Other companies controlled New England cars, New York City surface and suburban street cars, and New York and Brooklyn subway and Brooklyn surface lines.[78]

The cost of street-car advertising had increased over the years from the original $0.20 to $0.30 a month per car to an average of $0.50. Prices ranged from $0.30 to $2.00 a month per car, with the surface cars of the Broadway line of New York City receiving the higher price. This increase in the cost of the medium was largely due to its better acceptance by advertisers and to the improved services rendered by the advertising companies.[79]

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[77]Herbert W. Hess, Productive Advertising (Philadelphia: J. B. Lippincott Company, 1915), p. 209.

[78]Ibid., p. 211.

[79]Ibid.

An example of how the street-car advertising business was conducted around 1915 follows:

> Mr. John Doe has just signed a contract for street-car advertising in New York City. His contract calls for a 'full run' on Broadway and a 'half run' on the Fourth and Madison Avenue line, which is to say that a Doe card will appear in every car operated on the various branch lines which make up the Broadway System and in one half of the number of cars operated on the Fourth and Madison Avenue line, as long as the contract has to run.
>
> After Mr. Doe has O.K.'d the text matter and design for his cards they are printed or lithographed, as the case may be, and then delivered to the stockrooms of the street-car advertising company at the car barns, where they are assigned to the "Doe bin."
>
> Mr. Doe may write his own text matter, he may originate the design and have his own artist execute the art work; and he may have his cards printed by a printer of his own choosing, or the street-car advertising folks will attend to all of those matters for him. In either event, Doe pays the bill.
>
> About 25 per cent more cards are printed than are actually required in accordance with the terms of the contract. That is done for a threefold reason: first, to take care of the matter of cards that have to be replaced through becoming soiled or torn; secondly, to provide cards for Mr. Doe's own use; and thirdly, to enable Doe to take advantage of the custom prevalent in street-car advertising whereby the unsold space in the cars is divided pro rata among the various advertisers.
>
> Doe's cards are now at the car barns ready to be inserted in the cars.
>
> It is eight o'clock at night - the time at which the carders generally begin their work (although there is a day force for emergency work). The force of about twenty carders is assembled, ready to receive their assignments from the chief. Doe's cards must show in the cars tomorrow according to the terms of the contract.[80]

Records were maintained by the street-car advertising company so that the terms of the contract would be properly carried out. These records were the basis from which the carders operated. The necessary records and carding procedure pertaining to the John Doe contract are described in the following paragraphs.

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[80]Paul T. Cherington, The First Advertising Book (New York: The Country Life Press, 1920), p. 401.

A loose-leaf book had the name of the car line and the advertisers on that line written on a separate page. Other information on the page included the date and the numbers of the cars operated on that line. Each car line had a separate book. Doe's name was added to the list of advertisers in the Broadway book and in the Fourth and Madison Avenue book. A check mark was put under his name and under every car on the Broadway system (i.e., full run). The same procedure was followed in the other two books but only for one-half of the cars being operated on the respective lines (i.e., half run). Order slips were then made out for each car in which Doe's cards were to appear. The slip had the name of the line, the number of the car, and also designated what card was to be removed and replaced by Doe's.[81]

As mentioned before there were always some advertisers who were enjoying more space than they were actually paying for since the unsold spaces in the cars were divided equally among the various advertisers. These unsold cards were the ones that were removed. They were not put in other cars but were kept or destroyed, whichever the advertisers preferred.[82]

At 5 o'clock in the afternoon the chief carder picked up all the order slips at the car advertising company office. At the car barn he gave each carder a separate advertiser's order slips. For example, an individual carder would be responsible for placing the cards for Doe only in the numbers of the cars designated on the order slip on the Broadway

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[81] Ibid., pp. 402-403.

[82] Ibid.

line. Another carder would take the cards to the Fourth and Madison Avenue car barn and do the same.[83]

When a carder had completed his work, he turned in his order slips properly checked off and the cards that were removed. These checked-up order slips were kept on file for reference and verification at the street-car advertising company. At that time there were about 2,946 street cars in New York City being operated on 108 lines. Each car averaged 28 cards, and a number of these cards were often changed daily. Thus, the necessity for detailed organization can readily be seen.[84]

By 1917 Barron Collier had attained so much power in the transportation advertising industry that he was able to discontinue the practice of granting agency commission and negotiate directly with the advertiser. In that year he met with the representatives of the leading advertising agencies and cancelled all agency contracts. His viewpoint was "that car cards (as a medium) were so different from newspapers and magazines that the agencies could not properly represent the medium."[85]

Collier's business interests continued to increase. In 1917 he obtained the lease for Chicago Elevated, and he acquired the lease for the surface vehicles in Manhattan, Bronx, and Westchester, in New York City from Jess Wineburn in 1920. During the next two years he acquired an interest in the Eastern Advertising Company (Boston and other New England cities), a lease in St. Louis, and he organized the Philadelphia

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[83] Ibid., p. 404.

[84] Ibid., p. 402.

[85] "Chronological History of Transportation Advertising," loc. cit.

Advertising Company to extend his operations to Philadelphia.[86]

As the importance of street cars as a means of urban transportation increased, transportation advertising continued to prosper.

From 1920 to 1929. In 1920, as shown by Table I, street cars in the United States totaled 77,772[87] of which 75,000 were available for advertising purposes.[88] National and local advertisers invested about $14,000 yearly in this medium. Ten per cent of this figure was spent on the passenger transportation lines in New York City. This is readily understandable because of the large number of passengers carried by the rapid transit and surface railway lines in New York City. The total number of passengers was 2,079,942,604 in 1919, an increase of 104,430,015 over 1918. The average traffic each day during that year was 5,700,000 which was almost the population of the city. The 10,000 cars operating on the 108 lines carried an average of 570 people daily. These figures were even higher for the year 1921.[89]

Advertising rates in New York City ran from $0.70 to $1.25 a month per car for each card. In certain lines the rates were higher - running from $2.50 to $3.00 per car. Rates in other cities varied according to the number of cars that were operated. Chicago with its 5,000 cars charged $3,000 a month for a year's advertising on a full run basis, while the smaller city of Easton, Pennsylvania, which operated 60 cars

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[86] Ibid.

[87] Starch, op. cit., p. 852.

[88] Blanchard, op. cit., pp. 179; 184.

[89] Ibid.

TABLE I

NUMBER OF STREET CARS IN THE UNITED STATES
1920[a]

New England States		**Southern States**	
Connecticut	1,869	Alabama	427
Maine	538	Arkansas	240
Massachusetts	6,411	Florida	305
New Hampshire	290	Georgia	677
Rhode Island	1,082	Louisiana	654
Vermont	127	Mississippi	116
Total	9,317	North Carolina	187
		Tennessee	741
Eastern States		Total	3,670
Delaware	225		
District of Columbia	1,124	**Western States**	
Maryland	2,050	Arizona	52
New Jersey	3,171	California	3,661
New York	17,762	Colorado	441
Pennsylvania	7,419	Idaho	37
Virginia	775	Kansas	369
West Virginia	632	Montana	119
Total	33,158	Nebraska	583
		Nevada	9
Central States		New Mexico	16
Illinois	5,815	North Dakota	37
Indiana	1,867	Oklahoma	292
Iowa	941	Oregon	731
Kentucky	1,013	South Dakota	33
Michigan	2,792	Utah	214
Minnesota	1,377	Washington	1,129
Missouri	2,667	Wyoming	15
Ohio	5,165	Total	9,038
Wisconsin	902		
Total	22,539		
		Grand Total	77,772[b]

[a]Source: Daniel Starch, Principles of Advertising (New York: A. W. Shaw Company, 1926), p. 851.

[b]75,000 street cars available for advertising purposes.

that served a city territory of about 50,000, charged only $31.50 a month for one card in each car.[90] One of the largest street-car advertising companies which claimed to have control of 67 per cent of the street railway advertising of the country quoted the following rates:

> For a three months' run in all the cars it controls, 50 cents a month per car; for six months, from 45 to 62½ cents and for a year, 40 cents. When less than a full run is taken, but not less than half the cars in any town or group, 5 cents extra.[91]

Considering the country as a whole, the cost of street-car advertising was about $0.50 a month per car for a year's contract. Contracts for less than a year called for a rate increase of 25 per cent for a month's run, 20 per cent for a two months' run, 15 per cent for a three months' run, and 10 per cent for any other period less than a year.[92]

In addition to these charges, the advertiser paid for the cost of producing his car cards. This cost depended on several factors such as the design, number of colors, and the form of reproduction used. For 1,000 cards the cost was as follows: one color, $25.15; two colors, $32.35; three colors, $41.30; and four colors, $48.65.[93] The printing cost of cards for every available advertising car in the country would have amounted to less than $0.01 to $0.015 per card.[94]

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[90]S. Roland Hall, Advertising Handbook (New York: McGraw-Hill Book Company, Inc., 1921), p. 584.

[91]Blanchard, op. cit., pp. 181-182.

[92]Hall, loc. cit.

[93]Blanchard, op. cit., p. 183.

[94]Hall, op. cit., p. 585.

Local advertisers placed their advertising through a resident representative or an office that controlled the car space for a region. A national advertiser placed an order through a central organization that controlled the larger part of street-car advertising in the country.[95]

Competition among the transit advertising companies, especially the larger ones, was keen in the 1920's. Each was constantly trying to keep or get new lease contracts with the transit companies which was the prime requisite for a continual successful business. This is indicated by a hearing held by the Transit Commission of New York City which involved three prominent advertising corporations in a contest to obtain control of the car card advertising of the Interborough Rapid Transit Company. The hearing went as follows:

> To meet Artemas Ward Corporation's guarantee of more than $43,000,000 revenue for a twenty-year period, a representative of the Shaw Advertising Corporation tendered terms which, he declared would yield the Interborough profits "nearer to $125,000,000." He also offered $400,000 cash bond "and a greater guarantee than the Ward Company." The Barron G. Collier Company also desired to enter into the competition and pledged "equal service to the public and greater revenues to the I. R. T."[96]

During the 1920's many famous brands were advertised on car cards. Some of these included Campbell's Soups, Vicks, Heins, National Biscuit, Ivory Soap, Maxwell House Coffee, Victor Records, Beech-Nut, Cluett Peabody, and many others.[97]

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[95] Ibid.

[96] The New York Times, November 20, 1924, p. 24.

[97] Roger Barton, ed., Advertising Handbook (New York: Prentice-Hall, Inc., 1950), p. 636.

In 1924 Collier purchased the Stearn Advertising Company with operations in Cleveland, Rochester, Syracuse, and Schenectady from Maurice Rohreimer. In the same year he also purchased the Brooklyn-Manhattan Transit Company which operated the Brooklyn Surface vehicles and the Brooklyn-Manhattan Subway. A year later he bought out Artemas Ward, Inc., securing the advertising and vending privileges in the Interborough Rapid Transit System of New York City.[98]

During the thirty year period 1895 to 1925, Barron Collier "had bought nearly 40 separate companies and had amassed one of the greatest advertising fortunes in the United States."[99]

The result of this growth of the medium and its operations was such that by 1925 uniform standardised cards, 11" x 21", were used in all the cars of the country. At that time nearly all the street-car space of the country was controlled by the following firms:

> The Eastern Advertising Company of Boston, controlling all of New England, about 9,000 cars.
> Artemas Ward (Ward & Gow), controlling the New York subways and elevated lines, (about 4,000 cars).
> The Philadelphia Rapid Transit Company, controlling the cars in Philadelphia, (about 2700).
> The Chicago Elevated Car Company.
> The Broadway Home Boro Car Advertising Company controlling the Brooklyn street cars.
> The Street Railways Advertising Company, which controls the remainder of the country with the exception of some small scattered places. The company also controls street-car cards in Latin American countries.[100]

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[98]"Chronological History of Transportation Advertising," op. cit., p. 2.

[99]"Carcard Advertising--A Postwar Case Study," Tide, 24:33, May 19, 1950.

[100]Starch, loc. cit.

Not only were there car cards in street-cars but also in buses as motor bus transportation began to fully develop in 1925 in New York City.[101] John H. Livingston, Jr., who was in charge of advertising in buses in New York had this to say about car card advertising in the late 1920's:

> In buying the attention of Fifth Avenue bus passengers, you are not buying a "pig in a poke." It is a visible audience and obviously a constituency of discriminating people, with above the average purchasing power.
>
> 41,000,000 passengers were carried inside the buses last year (1929), over 20,000,000 passengers upstairs, a total of over 61,000,000. This does not count the 4,565,362 transfer passengers.
>
> The Fifth Avenue Coach Company estimates that over 4,000,000 visitors to New York rode in the coaches during the year. This makes the advertising space in the Fifth Avenue coaches national in scope and immediate in possible returns to the advertiser with distribution in the city of New York.
>
> The attention of bus passengers is sold to advertisers at a very low rate per thousand. The advertisements in the front of the coaches, which cannot fail to be read by every passenger riding inside the coach, sell at the low cost of $1.20 or $0.94 per thousand passengers according to the space. The spaces on the side sell at 24 cents per thousand passengers.[102]

However, with the exception of the vehicles in larger cities, none of the interurban buses carried car cards.[103]

From 1930 to 1939. It was in the early 1930's that several factors combined to cause a decline in the transportation advertising business. First, the whole country was facing a general business decline which was

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[101]Harold M. Lewis, Daniel L. Turner, and William J. Wilgus, Regional Survey of New York and Its Environs, Vol. iv (New York: Regional Plan of New York and Its Environs, 1928), p. 27.

[102]Agnew, op. cit., p. 365.

[103]Ibid., p. 360.

to continue until 1939.[104] Second, the transit industry itself was losing business as evidenced by the decline in revenue passengers carried (Table II). This decline was no doubt partly due to the competition of the private automobile as shown in Figure 3. Third, the growth of radio had an effect on the relative importance of the medium.[105] Printers' Ink gives the following information as to the number of radio sets in the United States at that time:[106]

Year	Number of Radio Sets
1927	7,500,000
1934	17,948,162

The Street Railways Advertising Company, national sales agency for all Collier companies, at its height publicised as the "largest advertising organization in the world," was trying everything from guaranteed high fixed payments to transit companies for leases to various rate-cutting plans to advertisers in its efforts to stay on top.[107] One of their advertisements read like this in 1932:

> The average Street Car of the United States now carries more than 17,000 passengers monthly. On that basis, 5,000 cars in these 27 cities carry more than 85,000,000 passengers every month. This figures 10,000 circulation for every $5. Street Car advertising circulation is the lowest cost, definitely known circulation in existence.
>
> Sales have declined in nearly all lines of business, and

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[104]John K. Galbraith, The Great Crash, 1929 (Cambridge: Houghton Mifflin Company, 1955), p. 173, quoting Economic Indicators: Historical and Descriptive Supplement, Joint Committee on the Economic Report, 1953.

[105]Lackey, op. cit., p. 18.

[106]Roy S. Durstine, "Radio Advertising Future in the United States," Printers' Ink, 170:41, January 24, 1935.

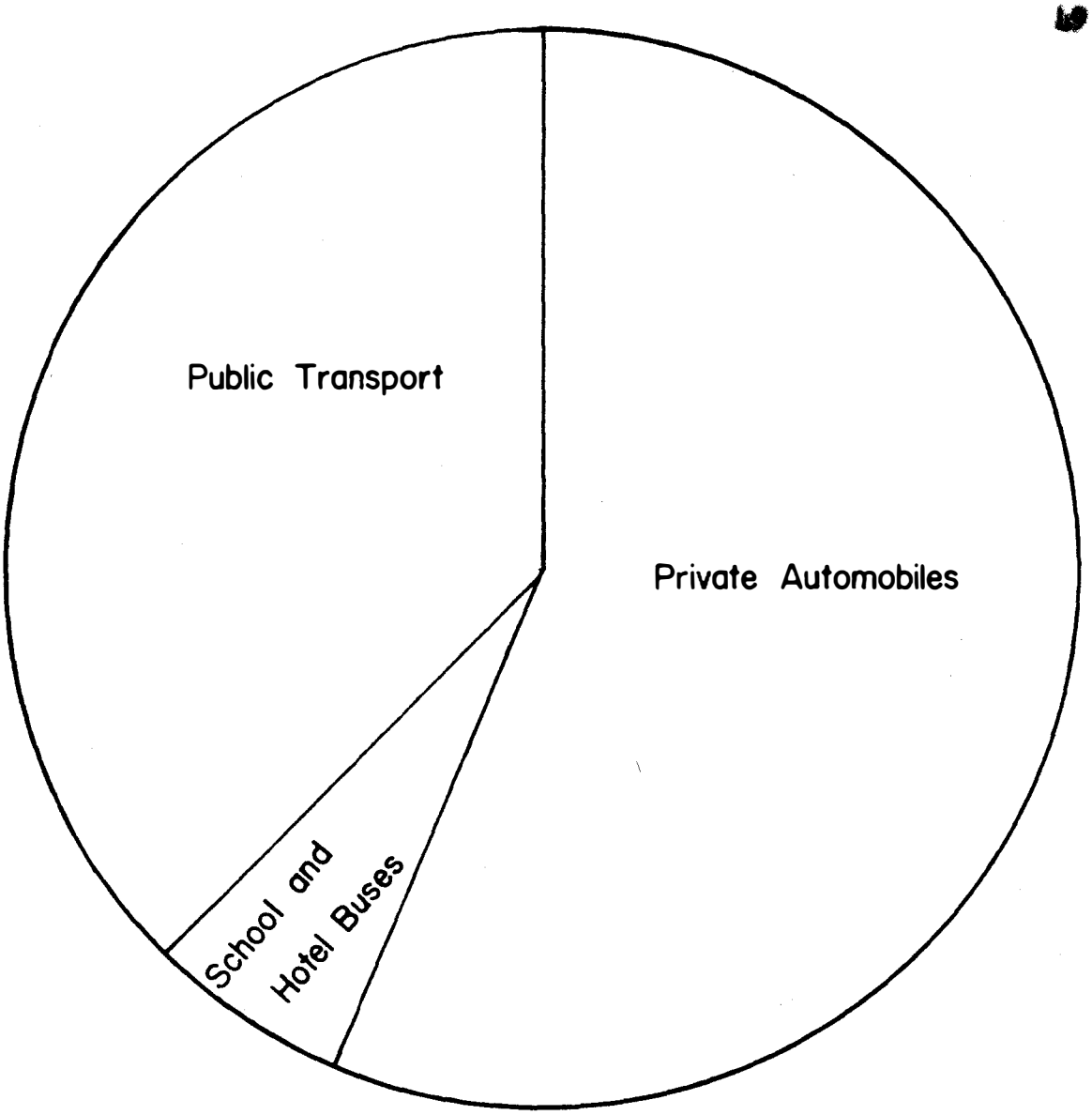
[107]Lackey, op. cit., pp. 17-18.

TABLE II

TOTAL PASSENGERS CARRIED ON TRANSIT LINES IN THE UNITED STATES
CLASSIFIED BY TYPES OF SERVICES
1922-1940[a]

Calendar Year	Railway			Trolley Coach (Millions)	Motor Bus (Millions)	Grand Total (Millions)
	Surface (Millions)	Subway and Elevated (Millions)	Total (Millions)			
1922	13389	1942	15331	---	404	15735
1923	13569	2081	15650	---	661	16311
1924	13105	2207	15312	---	989	16301
1925	12903	2264	15167	---	1484	16651
1926	12875	2350	15225	---	2009	17234
1927	12450	2451	14901	---	2300	17201
1928	12026	2492	14518	3	2468	16989
1929	11787	2571	14358	5	2622	16985
1930	10513	2559	13072	16	2479	15567
1931	9175	2408	11583	28	2313	13924
1932	7648	2204	9852	37	2136	12025
1933	7074	2133	9207	45	2075	11327
1934	7394	2206	9600	68	2370	12038
1935	7276	2236	9512	96	2618	12226
1936	7501	2323	9824	143	3179	13146
1937	7161	2307	9468	289	3489	13246
1938	6545	2236	8781	389	3475	12645
1939	6171	2368	8539	445	3853	12837
1940	5943	2382	8325	534	4239	13098

[a]Source: Guy C. Hecker, "Nine Years of Transit Fortunes," Mass Transportation, 143:264, January, 1947.



Source: Edward P. Warner, "Transportation, America's Biggest Business," Transit Journal, 76:403, October, 1932.

Figure 3. Distribution of Passenger Transportation Between Public-Service Vehicles and Private Automobiles in the United States in 1931.

> like all other advertising mediums, we are below normal. NOW -- in order to help ourselves, we have figured out this plan of helping advertisers by giving them the privilege of using Street Car advertising in any way that will be of greatest help to them.[108]

Collier himself was plagued with personal debt and internal strife within his own interests and advertising companies. In March, 1932, Eugene K. Kinkead, president of the Jersey Railways Advertising Company petitioned the Court of Chancery to require Collier, vice-president, to make an accounting of the company's revenues during the last ten years. Kinkead, half owner of the company, charged Collier:

> . . . with mismanagement that had caused losses of "between $300,000 and $400,000." He said Mr. Collier had used the company's funds for "his own personal financing" and had "dominated the business as if he owned all the stock."[109]

In July, 1933, before a Federal District Court Judge, Collier's creditors accepted his plan of paying his personal debts of $17,841,445 in three years. His assets at that time totaled $39,410,908.[110]

The Collier organization was slowly going into bankruptcy. Besides all of the previously mentioned factors that influenced the decline of the industry, there was one other which had a permanent effect on the industry. Ever since 1917,[111] Collier had refused to recognise the advertising agencies and pay them a commission. Over the years as the importance of the advertising agency grew, they in turn had refused to recognise Collier

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[108]Agnew, op. cit., p. 362.

[109]The New York Times, March 19, 1932, p. 16.

[110]The New York Times, July 11, 1933, p. 15.

[111]"Chronological History of Transportation Advertising," op. cit., p. 1.

and his medium. Finally, when Collier was forced into recognizing and dealing with agencies, "things had gone so far that the industry itself has never recovered."[112]

Collier reinstated the 15 per cent agency commission in 1936.[113] Two years later, N. W. Ayer & Son and McCann-Erickson, advertising agents for the Ford Motor Company, signed contracts with the Street Railways Advertising Company which called for a monthly expenditure of $35,000.[114] But by this time the Collier operations were on their way out as a result of the many factors previously discussed. A trend toward independent operations had begun.[115]

Barron G. Collier died suddenly in March, 1939.[116] His holdings, interests, accomplishments, and contributions are much too lengthy to be enumerated here, but one has only to read his biography in Who's Who In America 1938-1939 to know that he was a truly great "financial man and advertising executive."[117]

This sudden death left much speculation as to its effect on car, bus, and train card advertising in New York and throughout the country. Transportation advertising alone accounted for an estimated $4,000,000

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[112]Letter from Tom O'Ryan, President of Tom O'Ryan Advertising Company, Atlanta, Georgia, to James Hind, dated August 21, 1957.

[113]"Chronological History of Transportation Advertising," op. cit., p. 2.

[114]"Ford's National Car Card Campaign," Advertising and Selling, 28:40, April 8, 1937, p. 40.

[115]Barton, loc. cit.

[116]The New York Times, March 14, 1939, p. 21.

[117]The New York Times, March 15, 1939, p. 23.

annually in advertising billings in New York City. Many people in the advertising field at that time while not knowing all of the answers concerning the future of the Collier organization did contend that it would have a "more liberal attitude toward advertising agencies."[118]

Trends of the Medium During Barron Collier Era

The trends of the medium for the period 1900 to 1939 are presented in this section together with many of its interesting aspects and characteristics.

From 1900 to 1929. What is now called a traveling display or a transit spectacular was experimented with in 1915 by the Boston Elevated Company. An advertising trolley car carried on each side three large artistic oil paintings more than six feet square. The paintings advertised places of interest in Boston reached by the Boston railway lines and connecting companies. A row of overhead lights illuminated the car at night. This advertising car attracted much attention and did much "to stimulate traffic."[119]

Two years later, Bert Green of New York City invented an animated street-car advertisement. He devised a number of mechanisms that caused the figures in a street-car advertisement to move. For example, one advertisement showed a wearer of a Stetson hat tipping it to every passer-by. These movements were due to the motion of the car starting, stopping, and passing over the rail joints. No clock work or electricity was used to

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[118] Ibid., p. 39.

[119] "Advertising Car in Boston," Electric Railway Journal, 46:149, July 24, 1915.

operate the mechanism.[120]

The arguments and favorable characteristics for advertising in street cars presented in the 1920's were similar to those used today. For instance, the medium was said to reach the general public of all good-sized cities and towns, and that it was best suited to advertising where space was limited and copy must be brief.[121]

A new seating arrangement which was introduced in street cars was not as good as the old arrangement for attracting attention to the advertising along the sides of the cars. Where formerly seats were lengthwise in the car along each side and the passengers faced one side or the other, the seats were now arranged crosswise and the passengers faced forward. This seemed to give the advertisements at the extreme end of the car an advantage of position.[122]

The standard size card, 11" x 21", usually did not have a text of more than forty or fifty words and could be read at a distance of from six to twelve feet.[123] Types particularly suitable for car cards were: Cheltenham Bold, Caslon Bold, Post, John Hancock, Blanchard, De Vinne, Foster, Webb, and Gothic. Type sizes ranged from 48-point up to 124- and 144-point.[124] The stock used in car cards was usually six-ply, enameled

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[120]"Putting Life Into Street-Car Advertising Cards," Scientific American, 116:648, June 30, 1917.

[121]Hall, op. cit., pp. 582; 584.

[122]Ibid., p. 582.

[123]Blanchard, op. cit., p. 180.

[124]Hall, op. cit., p. 587.

surface cardboard. This high-grade stock permitted the use of halftones, wood-cuts, line-cuts, and lithography.[125] Colors were very distinctive on tinted stock. For example, a rich brown ink on India color board was sometimes used.[126]

The text was brief and concise, generally presenting a single idea but sometimes several were shown. The copy was written so as to appeal to those of a limited education, but sometimes it failed to do this. Illustrations accompanied the text in about 90 per cent of all car advertisements.[127]

Most advertisers changed copy weekly or monthly according to the terms of the contract. They printed both sides of the cards so as to be able to change copy by reversing the card. John Wanamaker changed copy every day in one of his campaigns; however, since this involved so much expense, he did not renew his contract.[128]

A trend in these early days was using "teaser advertisements" in some of the campaigns. A preliminary card would carry such copy as "Don't use your neighbor's," followed by other stimulating advertisements and finally, a card explaining why the advertised product should be purchased. Barron G. Collier was noted for a variation of this style of copy. For example, a first card for an undertaker would read like this:[129]

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[125]Blanchard, op. cit., p. 183.

[126]Hall, loc. cit.

[127]Blanchard, op. cit., p. 182.

[128]Ibid., p. 183.

[129]Hall, op. cit., p. 588.

> I have about talked my head off trying to convince Fred Fullmer that it is ethical to advertise the undertaking business. He can't see it.
> But I'll convince him yet.
>
> J. B. Alexander
> Representative, Street Railway Advertising Company

Many advertisers used the service departments of street-car advertising companies to make up their car cards. That these service departments did fine work is evidenced by a remarkable series of the Charms Card. Eleven different flavors of Charms (i.e., candy drops) were advertised with the fruit and the tablets in natural colors. A number of dealers received car cards from national advertisers which left space for the dealer's name and address, and sometimes the name and address were even printed by the national advertiser.[130]

Another trend during the 1920's was the use of foreign language posters or advertisements in the street cars and subway and elevated trains of New York. The extent of these foreign language posters is shown by the request of The National Security League that a city ordinance be passed requiring the English translation of all such posters. Their statements were:

> This resolution was impelled by the increasing number of foreign language advertisements appearing of late in the public conveyances of the city. The Security League has been watching these closely and in one instance that of posters advertising a new radical newspaper. Freheit complained to Ward & Gow of the revolutionary character of the language, which resulted in the contract being cancelled and the tearing down of the posters which had already been put up.[131]

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[130] Ibid., pp. 585; 589.

[131] The New York Times, June 11, 1922, II, p. 4.

But the request was rejected and other foreign language advertisements remained.[132]

As the medium developed, so did ideas for uses of the car cards. Merchandise was advertised in its seasonal uses in street-car copy. Lily Cups' advertisements featured vacation and picnic uses, and the L. E. Waterman Company advertised fountain pens for use in business, commencement, vacation, and in school.[133] Package identification on the car cards in various prominent colors was used by Yuban coffee, Chesterfield cigarettes, Chiclets, and Life Savers.[134]

Royal Baking Powder used double-size car cards and printed the advertisements in eight languages: English, French, Spanish, German, Swedish, Italian, Yiddish, and Chinese. An official of the company explained that the posters not only reminded people the product was sold in thirty-two different countries, but they also appealed to the many races present in New York City.[135]

Smith Brothers, a cough drop manufacturer, took "advertising advantage" of a cigarette company's slogan. Through car cards the P. Lorillard Company, makers of Old Gold cigarettes, had made popular its slogan, "Not a cough in a carload." Smith Brothers in their street-car

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[132]The New York Times, December 30, 1922, p. 5.

[133]"Featuring Seasonal Uses in Street-Car Copy," Printers' Ink, 120:20, July 20, 1922.

[134]D. Gridley, "Showing Packages in Car Cards," Printers' Ink, 160:60, August 18, 1932.

[135]"Royal Uses Foreign-Language Car Cards for Curiosity Appeal," Printers' Ink, 141:10, December 15, 1927.

copy showed a cartoon illustration of the inside of a subway car with the seated passengers all coughing. The bold caption of the advertisement read, "For every cough in this carload" - directly under which was the signature, "Smith Brothers Cough Drops."[136]

From 1930 to 1939. The street-car companies themselves began to advertise their services with their own medium in the early 1930's. The St. Louis Public Service Company used outside rear dash and side window signs, and inside riders' signs.[137] While most transit companies had objected to exterior advertising on their cars, except for displays telling of their service, the Western United Gas and Electric Company, operator of transit systems in Aurora and Elgin Illinois, permitted an advertising display on the outside of their cars in 1932. The advertising car was white with a blue roof. Illustrations of gas and electric appliances were painted on the white background. "CHEAP GAS HEAT" was in bold letters on the front and rear end of the car.[138]

Articles of small unit cost such as candy, chewing gum, cigarettes, toothpaste, food, and some clothing were most often the products advertised by car cards. Durables such as automobiles or electric appliances were not advertised by the medium to any extent nor were theatres and movie houses. However, the long running play, "Abie's Irish Rose," was

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[136]"Smith Brothers Cash in on Old Gold's Cough," Printers' Ink, 142:33-34, March 29, 1928.

[137]T. M. Peagram, "Reaching the Public at a Cost of 3/10 Per Cent of Gross," Transit Journal, 76:416, October, 1932.

[138]"Unusual Advertising Display on Outside of Street Cars," Electric Traction, 28:200, May, 1932.

helped by car card advertisements. Most of the copy for these products was that of an emotional appeal, while a few gave facts, tests, testimonials, or other evidence to convince readers.[139]

Although most advertisers used street-car advertising as a supplementary medium, some employed it as a primary medium. By using it exclusively, Admiration Cigars and Meyer's Gloves received more than satisfactory results.[140]

Wrigley's introduced "burlesque testimonials" into its car cards in 1934. One card showed a wrestler sitting on top of another. While twisting the leg of the downed wrestler with one hand, the other wrestler was putting a stick of chewing gum into his own mouth with his other hand. Within the illustration was an arrow pointing to the chewing gum with the caption, "It's Wrigley's." Below the picture was the caption in bold letters, "Jim Grunts, Champion Wrestler says - - WRIGLEY'S GUM Gets a hold on your taste that No Other Gum Can Break - - It Wins Over All Comers. You Can Pin Me Down To That."[141]

In that same year, Procter & Gamble used a new technique in car card advertising. The company's Ivory Soap and Flakes advertisements had pasted-on illustrations of clean and dirty gloves to show the effectiveness of the products. The cut-out illustrations projected slightly from the car card itself.[142]

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[139]Agnew, op. cit., p. 365.

[140]Ibid., p. 363.

[141]"Wrigley's Salute to Testimonials," Printers' Ink, 166:28, March 29, 1934.

[142]"Third Dimension Car Cards," Printers' Ink, 166:40; January 25, 1934.

As far as the buying of space was concerned, a new trend developed about 1936. Previously, an advertiser was not permitted to buy space larger than 11" x 21", but Collier sold a 11" x 42" space to Alka Seltzer which was occupied by two 11" x 21" cards. These cards were so designed that the spring in the center was not noticeable.[143]

In 1939 car card campaigns featured tear-off cards, and these proved effective. For instance, by using tear-off applications on their cards, The Utilities Engineering Institute obtained direct inquiries from prospective students.[144]

By 1939 these advertisers and their agencies had devised and developed new techniques in transportation advertising that have continued to the present. They had invested large amounts of money in transportation advertising because of their faith and interest in the medium. The length of time these advertisers used this medium should indicate clearly their feelings as to the satisfactory results obtained from its use. Some of the well-known companies and the number of years they used the medium include: National Biscuit Company, 41 years; Planters Nut & Chocolate, 25 years; Del Monte and Smith Brothers, 26 years; Coca-Cola, 15 years; Bromo-Seltzer, 13 years; and F. W. Fitch Company, Griffin Manufacturing, and Life Savers, 10 years. Other long-time users are Wrigley, Kellogg, Hershey, and American Chicle.[145]

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[143]"Chronological History of Transportation Advertising," op. cit., p. 2.

[144]"Tear-Off Cards: New Technique Introduced in Car Card Advertising," Mass Transportation, 35:367, December, 1939.

[145]"Transit Rise to 20 Billion Fares Reflect Markets' Rapid Growth," Sales Management, 51:41, November 1, 1942.

National Association of Transportation Advertising, Inc.

Events Leading Up to Formation of NATA

A year after Collier's death, on March 6, 1940, seven of the thirty advertising firms formed by him filed petitions for bankruptcy. These were: Street Railways Advertising Company of New York; Street Railways Advertising Company of Delaware; Barron G. Collier, Inc., of New York; Barron G. Collier, Inc., of New Jersey; Barron G. Collier Corporation; Railroad Advertising Company; and the Pennsylvania Railways Advertising Company. The petitions listed total assets as $7,823,182 and liabilities as $9,827,538.[146]

Efforts to reorganize the bankrupt firms were fruitless. However, other firms associated with the late Barron G. Collier were not affected by the bankruptcy proceedings and continued business as usual.[147]

The good will and physical assets of the seven companies were sold the following month for $20,000,000 to a new Delaware corporation called National Transitads, Incorporated. An officer of the William Wrigley, Jr. Company, chewing gum manufacturer, was said to have been an interested party.[148]

National Transitads, Inc., immediately established branch offices in more than forty cities. Transit leases and selling agreements were made controlling more than 80 per cent of the advertising circulation of street cars, subways, motor coaches, elevated and suburban trains.[149]

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[146] The New York Times, June 7, 1940, p. 21.

[147] Ibid.

[148] The New York Times, July 19, 1940, p. 29.

[149] "Transitads Agency Policy," Printers' Ink, 192:14, August 30, 1940.

As a result, it was possible for an advertiser to purchase space in the cars of nearly 4,000 cities and towns through the Street Railways Company, a sales organization of National Transitads, Inc. After the contract was signed, it took about a week to place all the cards.[150]

It was the company's policy to recognize the advertising agencies and grant the full standard agency commission. All its national accounts were handled through agencies with the belief that agency prepared copy would improve the general tone of transit advertising. Rate schedules based on daily rider circulation were set up. Officials of the company stated at the time that more than a million dollars of business had been signed. The president of the company, George E. Frazer, issued the following statement:

> While Transitads is getting the vigorous support of a number of large advertisers, the company is completely owned by its officers. It is not connected directly or indirectly with any other car-card advertising company, any advertiser or any transit company so far as stock ownership is concerned. While the Wm. Wrigley Jr. Company is giving every support to the new organization, it has no ownership interest. The interest of the Wrigley Company, like that of several other national advertisers, centers in its desire to support and help stabilize in every way possible an advertising medium which they have consistently used over a long period of years.[151]

About the same time National Transitads, Inc., was being organized with a national selling agency, Wesley H. Loomis, Jr., founded and organized a similar organization in St. Louis.[152]

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[150]Arthur J. Brewster and Herbert H. Palmer, Introduction to Advertising (4th ed., New York: McGraw-Hill Book Company, Inc., 1941), pp. 387-388.

[151]"Transitads Agency Policy," loc. cit.

[152]Lackey, op. cit., pp. 20-21.

In October, 1940, the New York Board of Transportation awarded contracts to the New York Subways Advertising Co., Inc., covering all the transit advertising privileges in New York City. These privileges included elevated, subway, and surface advertising. It was also the policy of this company to recognize the advertising agency and allow the 15 per cent agency commission. These contracts were formerly the property of the Collier Advertising Service, Inc., and Collier Service Corporation. The New York Subway Advertising Co., Inc., was said to have been supported chiefly by the Wm. Wrigley Jr., Co.[153]

Many of these new companies were organized and managed by people who had worked for Collier before his death. As no company completely dominated the transportation advertising industry,[154] the independent operators themselves recognized the need for the "standardization of space and policies."[155]

Formation of NATA

On March 3, 1942, the National Association of Transportation Advertising was incorporated by a group of independent operators. The association's original name was Transit Advertising Association, Inc., but this was changed to its present name on March 5, 1942. Charter member companies and their representatives were:[156]

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[153]"New York Advertising Setup," Printers' Ink, 193:18, October 25, 1940.

[154]Lackey, op. cit., p. 31.

[155]Mutual Transportation Advertising Inc., (no title), A Sales Manual Prepared by Mutual Transportation Advertising, Inc., 1956, p. 2.

[156]"Chronological History of Transportation Advertising," loc. cit.

Chicago Car Advertising Co.	C. H. Murphey
Fielder, Sorensen & Davis	E. B. Sorensen
Loomis Advertising Co.	Wesley H. Loomis, Jr.
Michigan Street Car Advtg. Co.	John W. Mulford
Nation-Wide Bus Advertising Co.	James B. Lackey
National Transitads, Inc.	George E. Fraser
New York Subways, Inc.	Frank J. Ellis
Public Service Coordinated	G. Donald Murray
Transit Advertisers, Inc.	John K. Jayne
Transportation Displays, Inc.	F. LeMoyne Page

First NATA officers were: "President, James B. Lackey; First Vice-President, Wesley H. Loomis, Jr.; Second Vice-President, E. B. Sorensen; Secretary, F. LeMoyne Page; and Treasurer, George E. Fraser."[157] Possibly to regain the confidence and trust among the advertising agencies that was lost in the Collier era, the NATA appointed agencyman Philip J. Everest of Frank Best & Co. as its first managing director.[158]

NATA Organization

Within six months the association grew to 23 members and represented 85 per cent of the transportation advertising business of the country. This organization became the first trade association in the history of the medium. Its purpose was stated in Article I of the By-Laws as follows:

> . . . is to conduct a trade association consisting of persons, firms and corporations engaged in the business of transportation advertising and having the advertising privileges on the vehicles and facilities of transit companies, and in furtherance thereof to formulate and establish proper standards for the operat on of transportation advertising as an accredited advertising medium, to conduct research and other

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[157] Ibid.

[158] "Carcard Advertising--A Postwar Case Study," op. cit., p. 36.

> activities related thereto, to engage and assist in the development of said medium by advertising, publicity and education, and to afford a common meeting ground for relations between the members.[159]

The definition of members and qualification for membership are described in sections one and two in Article II of the NATA By-Laws:

> (1) Members. Persons, firms and corporations engaged in the business of transportation advertising and exercising the advertising privileges, in, on or about the vehicles or facilities of transit companies who satisfy and meet the qualifications for membership provided in these by-laws, and whose application shall be approved by action of the Board of Directors, may become Members of this Association. Membership in this Association shall not be transferable and when the ownership of any person or firm, a Member of this Association, shall be sold or transferred to other interests, or when a corporation, a Member of this Association, shall sell or transfer its advertising privilege to other interests or whose stockholders shall sell or transfer the majority of its stock to other persons, then the membership of such Member shall thereupon terminate.
>
> (2) Qualification. Each member shall at all times fully publicize whatever advertising rates, terms and card displays it offers to advertisers from time to time, provided, however, that nothing contained in these by-laws shall be deemed to require any member to charge or collect the same or similar rates for advertising as any other member or members of this Association, or to conform his rates, terms or card displays to or with the rates, terms or card displays of any other member or members.[160]

The NATA has various responsibilities and functions including serving as information headquarters for agencies, advertisers, editors, authors, and transportation advertising members. It publishes information pertaining to rate structures, car card copy and design, production

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[159]National Association of Transportation Advertising, Inc., NATA By-Laws, A Brochure Prepared by National Association of Transportation Advertising, Inc., November, 1952, p. 4.

[160]Ibid., pp. 4-5.

techniques, and various case histories concerning the medium.[161]

The NATA promotes the medium to agencies, advertising clubs, and national and local advertisers by means of film presentations, research projects, and other published information. An example of such material is the book Copy, Design, and Production for Transportation Advertising which was prepared and distributed by NATA to assist advertisers and agencies in producing better advertising displays.[162]

NATA aids local advertising in a number of different ways. Some of these are discussed briefly below:

> NATA Card Service - This service which selects and reproduces the best local cards by 28 business classifications is considered by members to be an important aid in local sales.
>
> Dealer Advertising - Millions of dollars are spent each year in local advertising of nationally advertised products. Sometimes the dealer pays the entire cost, often the cost is shared by dealer and manufacturer.
>
> To secure equal recognition with other local media for 'approved' dealer advertising, NATA established in 1948 a special department devoted exclusively to developing more of this kind of local advertising.
>
> Successful Business - This monthly magazine, an official organ of NATA, is mailed monthly to nearly 10,000 advertisers and agencies. It is a carefully edited, illustrated business publication, which shows how advertisers use car cards successfully to promote their business.
>
> Clearing House - NATA acts as a clearing house for ideas that will help local sales. Special presentations, direct mail ideas, new classifications, unusual copy slants, anything that will help improve the medium, are sent out from NATA.[163]

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[161] National Association of Transportation Advertising, What It Is . . . What It Does . . ., A Brochure Prepared by the National Association of Transportation Advertising, Inc., 1950, p. 7.

[162] Ibid., pp. 6-7.

[163] Ibid., pp. 8-9.

Another function of the NATA is to represent the medium of transportation advertising when working with other associations to further the betterment of advertising services and standards. It also supervises a space pool representing 100,000 car cards which are used every month by the Advertising Council for public service campaign.[164]

An elected board of directors exercises the powers, controls the property, and conducts the affairs of the association. An executive committee may act for the board on routine matters; it also investigates complaints made to the organization concerning the "reported conduct of Members contrary to established and accepted higher standards for the operation of transportation advertising as an accredited advertising medium."[165]

The executive committee employs a managing director who is a full-time employee of the association and is the "chief administrative officer and responsible to the executive committee." His duties include membership of various committees, the maintenance of association standards, and the establishment of staffs and the direction of their efforts.[166]

Sources of revenue are derived from annual dues paid by each member on a sliding scale based on his annual gross income.[167] Additional assessments are made as needed to meet added expenses of the association.[168]

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[164] Ibid., p. 10.

[165] NATA By-Laws, op. cit., pp. 10-13.

[166] Ibid., pp. 17-18.

[167] Lackey, op. cit., p. 32.

[168] NATA By-Laws, op. cit., p. 18.

Achievements of NATA

The NATA's achievements and solutions to the various problems of the transportation advertising industry have been a major contribution in the rebuilding of the medium since 1942. Some of these major contributions are presented below.

The NATA early in its beginning selected the name "Transportation Advertising" since the medium not only included car cards, but also posters displayed on rapid transit lines and advertising on the exterior of cars and buses.[169]

In 1944 it brought about a research study entitled The Continuing Study of Transportation Advertising. That same year it defined passenger traffic and devised a system to obtain the "average monthly rides for the first and last six-month period in each calendar year" from the transit companies. This traffic report is referred to as a "Certificate of Circulation."[170] However, a new plan is presently being studied for the NATA to collect its own data on the number of vehicles and the circulation (one-way rides per month) represented by members' operating facilities.[171]

In 1946 the NATA along with the American Association of Advertising Agencies developed a Standard Order Form for Transportation Advertising

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[169]Ibid., p. 2.

[170]Ibid., p. 4.

[171]"Transportation," Printers' Ink Advertisers' Guide to Marketing For 1958, 260:330, Section Two, August 23, 1957.

with stated terms and conditions of rates and policies (Figure 4).[172]

In 1947 NATA promoted the standardization of the sizes of outside advertising and gave it the name "Traveling Displays."[173] Other major projects include the development of the Camera Count technique in 1955 to determine audience measurement of traveling displays, and a twenty-two city survey of qualitative nature made in 1956.[174]

Present Status of NATA

As of April, 1950, the NATA was comprised of thirty-five operators (Table III).[175] By January, 1958, this number had increased to forty-one members with one operator in process of applying for membership. The total advertising volume represented by NATA members is somewhere between 52 and 55 per cent of the total spent for all transportation advertising.[176]

There is little doubt in the minds of transportation advertising people that NATA has elevated the status of their medium so that it is now on an equal buying basis with other media.[177] Its creditable record

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[172]National Association of Transportation Advertising, What It Is . . . What It Does . . ., op. cit., p. 3.

[173]Ibid., p. 10.

[174]"Transportation," Printers' Ink Advertisers' Guide to Marketing For 1957, 256:301, Section Two, August 24, 1956.

[175]National Association of Transportation Advertising, What It Is . . . What It Does . . ., op. cit., p. 12.

[176]Letter from Allan B. Chalfant, Managing Director of National Association of Transportation Advertising, Inc., New York, New York, to James Hind, dated January 7, 1958.

[177]"Carcard Advertising--A Postwar Case Study," op. cit., p. 35.

Standard Conditions

TRANSPORTATION ADVERTISING

Adopted 1946 by the

National Association of Transportation Advertising, Inc.

in cooperation with the

American Association of Advertising Agencies

The word "agency" as used below refers to Advertising Agency and the word "company" to the Transportation Advertising Company.

1. TERMS OF PAYMENT

[a] The agency agrees to pay for advertising covered by this contract as stipulated herein and the company agrees to hold agency solely liable for payment.

[b] Bills are to be rendered monthly in advance dating from installation of service and agency agrees to pay for service covered by this contract at the office of the company, or of its authorized representative, not later than one month from billing date for service performed during current monthly period unless otherwise stipulated on the face of this contract; or, when cash discount is deductible, payment is to be made not later than 15 days from billing date. Failure to bill shall not constitute breach of contract.

[c] If by reason of prior termination of this contract as may be provided on the face hereof, the agency does not use the full amount of advertising contracted for, the agency shall pay to the company such additional sum on all advertising so displayed as shall be equal to the difference, if any, between the amount due at the rate named in this contract and the amount due at the rate applicable to the term of service used, according to the schedule of advertising rates of the company on which this contract is based, and upon such expiration or termination said additional sum shall become immediately due and payable. Short rate bills must be rendered within 60 days after termination of contract; otherwise the company agrees to a settlement at the rate named in the original contract. Unless otherwise expressed on the face hereof, this contract may be canceled at the end of any month of service by the agency on 60 days' notice in accordance with the provisions of this paragraph.

[d] Any bill rendered to the agency by the company shall be conclusive as to the correctness of the items therein set forth and shall constitute an account stated unless written objection is made thereto by the agency within sixty days from the rendering thereof.

[e] The company reserves the right to cancel this contract at any time upon default by the agency in the payment of bills, or other breach, or in the event of any material violation on the part of the agency of any of the conditions herein named; and upon such cancellation all advertising done hereunder, including short rates or other charges under this contract, and unpaid, shall become immediately due and payable. In case of delinquency in payment, waiver by the company of any specific breach or breaches of this agreement by the agency shall not prejudice the rights of the company hereunder with respect to any breach or breaches not specifically waived by the company.

[f] In all cases where date is material, unless otherwise stipulated, the postmark date on the envelope properly addressed shall be considered the date.

2. RATES

[a] All rates shall be published and rate cards shall be dated. There shall be no secret rates, rebates, or agreements affecting rates. All rates shall be furnished agency upon request.

[b] The rate stated in this contract is the minimum rate at which any agency or advertiser may contract for a service which shall conform in all respects to the service contracted for herein, while the rate set forth shall be in force.

[c] If additional space is contracted for any period of months falling within the term of this contract, any lower rate earned on the basic service plus added service shall be given during the period of added service in accordance with the rate card on which this contract is based.

[d] Definition of service shall be that shown in company's rate card.

[e] All rates and adjustments shall be computed on the basis of 30 days to the month.

3. ADVERTISING MATERIAL

[a] Cards for said advertising shall be furnished without expense to the company at places designated by the company, shipping charges prepaid, at least 10 days before the installation date. If cards are not received company shall immediately notify agency.

[b] A change of cards once each month is permitted without additional charge. In case of failure to provide new approved copy for changes of cards, if any, the old copy previously approved shall be continued, unless agency directs otherwise and no claim for loss shall be allowed.

[c] Text and illustrations on cards shall be subject to approval of the company and the transit companies in whose equipment the cards are to be displayed and the company's decision shall be final. No alteration shall be made without the consent of the agency.

[d] Company agrees to maintain all cards in good condition during the period of display and to replace any which may have been defaced or soiled in any way, with cards furnished by the agency for this purpose.

4. AFFIDAVIT OF SERVICE

[a] An affidavit of service given will be furnished whenever requested.

5. OMISSION OF ADVERTISING

[a] Loss of service, due to failure of the agency to furnish cards as provided above for installation on the commencement date on the face of this order, shall be the agency's loss; but, at the option of the company in case of reasonable delay in commencing service, the service hereunder shall be deemed to commence on the date of installation of the cards and shall run and shall be paid for from that date and for the number of months written on the face of this order.

[b] Loss of service due to the failure on the part of the company to install cards on time or in part of the vehicles contracted for, or delay in commencing service, shall not constitute a breach of this contract, but the agency shall be entitled, upon either such happenings, to additional service or extension of the term of the service equivalent to such failure or delay, or by pro-rata refund as agency may elect.

[c] Loss of service due to strike, lockout, fire, flood, riot, loss of right to display in the equipment of transit companies or other causes beyond the control of company, or omission of a reasonable number of cards or delay in commencing service shall not constitute a breach of this order, but in the event of such loss of service the agency shall be entitled to additional service, or an extension of the term of service or to a pro-rata refund equivalent to such loss, as the agency may elect.

6. GENERAL

[a] The agency agrees that it will not rebate to its client any part of the commission allowed by the company.

[b] The company shall follow a uniform policy to avoid discrimination.

[c] If for any cause beyond its control, the company shall cease to have the right to continue the advertising in any of the vehicles covered by this contract, it shall have the right to discontinue as to such vehicles the advertising service hereunder without prejudice to this contract as to the remainder; but in such cases the agency shall be entitled to pro-rata refund for the service discontinued.

[d] Company accepts this contract subject to all Federal, State and Municipal laws and regulations with respect to the advertising matter to be displayed. In the event such advertising becomes illegal or a request is received to terminate the advertising, the company reserves the right to terminate same, but there shall be no short rate charge because of such termination.

[e] Agency will save the company harmless against any and all liability for infringement of trade marks, trade names, copyrights, invasion of rights of privacy, defamation, illegal competition or trade practices.

(OVER)

Copyright 1946, A.A.A.A.

STANDARD ORDER BLANK FOR TRANSPORTATION ADVERTISING
(STANDARD CONDITIONS 1946. *See Over*)

TO TRANSPORTATION ADVERTISING COMPANY ORDER NO.

DATE

CITY AND STATE

PLEASE DISPLAY TRANSPORTATION ADVERTISING FOR:

ADVERTISER

PRODUCT OR SERVICE TO BE ADVERTISED

FOR (Size of showing) SERVICE. SIZE OF CARDS

FOR MONTHS COMMENCING 19 AS SPECIFIED BELOW:

RATE PAYMENT DATE

LESS AGENCY COMMISSION PER CENT ON GROSS | LESS CASH DISCOUNT PER CENT ON NET

ABOVE RATES ARE BASED ON RATE CARD DATED

THIS ORDER IS SIGNED AND ACCEPTED SUBJECT TO THE STANDARD CONDITIONS ON REVERSE SIDE HEREOF.

SIGNED IN DUPLICATE:
Name of Advertising Agency

By

Source: Records of National Association of Transportation Advertising.

Figure 4. Standard Order Blank With Stated Terms and Conditions of Rates and Policies Developed by the National Association of Transportation Advertising, Inc., and the American Association of Advertising Agencies in 1946.

TABLE III

MEMBERS OF NATIONAL ASSOCIATION OF TRANSPORTATION ADVERTISING, INC. AND THEIR LOCATIONS APRIL, 1950[a]

Members	Location	
	City	State
American Transit Advertising, Inc.	Indianapolis	Indiana
American Transit Advertising, Inc. of N. Y.	Albany	New York
Bus Advertising Company	Kansas City	Missouri
Bus Card Advertising, Inc.	Lorain	Ohio
California Transit Advertising, Inc.	Los Angeles	California
Canadian Car & Bus Advertising, Ltd.	Montreal	Canada
Chicago Car Advertising Co.	Chicago	Illinois
City Bus Advertising Co.	Wichita	Kansas
Driscoll Advertising Co., Inc.	New York	New York
Harwood Hoyt Fawcett	San Diego	California
International Transportation Advertisers, Inc.	Panama	R. de P.
Fielder, Sorensen & Davis	San Francisco	California
Loomis Advertising Co.	Kansas City	Missouri
Milwaukee Transportation Advertising	Milwaukee	Wisconsin
Mitchell, McCandless & Klaus	Cleveland	Ohio
Municipal Advertising Agency	Phoenix	Arizona
Murrey & Malone Co.	Minneapolis	Minnesota
National Bus Advertising Co.	Waterloo	Ohio
Nation-Wide Bus Advertising, Inc.	New York	New York
Tom O'Ryan Advertising Co.	Memphis	Tennessee
Pacific Northwest Transit Advertising	Portland	Oregon
Photo News Service Co.	New Haven	Connecticut
Public Service Coordinated Transport	Newark	New Jersey
R. Russell Roop Co.	Pittsburgh	Pennsylvania
Roscoe Transit Advertising Co.	Wilkes-Barre	Pennsylvania
James A. Simons Agency	Grand Rapids	Michigan
W. M. Storey Advertising	Jackson	Mississippi
Sunden and Hughes	San Juan	Puerto Rico
Surface Transportation Advertising, Inc.	New York	New York
Traction Advertising Co. of Ogden	Salt Lake City	Utah
Transit Advertisers, Inc.	New York	New York
Transportation Advertisers Incorporated	New Orleans	Louisiana
Tramway Advertising, Inc.	Denver	Colorado
Transportation Advertising Co.	Providence	Rhode Island
Transportation Displays, Inc.	New York	New York

[a]Source: National Association of Transportation Advertising, What It Is . . . What It Does . . ., A Brochure Prepared by the National Association of Transportation Advertising, Inc., 1950, p. 12.

during the last fifteen years has been instrumental in the progress the medium has made thus far. For these reasons the outlook of NATA appears to be stable. The organization has proven that it and the medium of transportation advertising are inseparable.[178] However, there is the possibility that the duties of the association and those of Mutual Transportation Advertising, Inc., the national sales agency for the medium, will be combined under an organization with a new name.[179]

Transportation Advertising in the 1940's

Growth of the Medium and Its Operations

Aided by the rapid rise in transit passengers (Table IV) and the work of the National Association of Transportation Advertising, Inc., the transportation advertising industry increased circulation to about eighteen billion passengers in 1942.[180] This was about a 22 per cent increase in the number of passengers over 1941. The local and national volume of transportation advertising also increased about 33 per cent in the same year. The larger volume of transportation advertising is explained by the population increases in cities and towns helped by war industries and the outstanding selling job done by the transportation advertising sales-

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[178] National Association of Transportation Advertising, What It Is . . . What It Does . . ., op. cit., p. 11.

[179] Mark Batchelder, Vice-President of O'Ryan and Batchelder, Inc., Memphis, Tennessee, personal interview, October 29, 1957.

[180] James Benton Lackey, Jr., Transportation Advertising 1940-1948 (Andover: The Andover Press, Ltd., 1950), p. 9, quoting American Transit Association: Transit Fact Book, 1948, 1949.

TABLE IV

TOTAL TRANSIT PASSENGERS IN THE UNITED STATES
CLASSIFIED BY TYPES OF SERVICE
1940-1949[a]

Calendar Year	Street Car (Millions)	Subway Elevated (Millions)	Trolley Coach (Millions)	Motor Bus (Millions)	Total (Millions)
1940	5,943	2,382	534	4,239	13,098
1941	6,081	2,421	652	4,981	14,085
1942	7,290	2,566	899	7,245	18,000
1943	9,150	2,656	1,175	9,019	22,000
1944	9,516	2,621	1,234	9,646	23,017
1945	9,426	2,698	1,244	9,886	23,254
1946	9,027	2,835	1,311	10,199	23,372
1947	8,096	2,756	1,356	10,332	22,540
1948	6,506	2,606	1,528	10,728	21,368
1949	-- [b]	--	--	--	19,008

[a]Source: James Benton Lackey, Jr., Transportation Advertising 1940-1948 (Andover: The Andover Press, Ltd., 1950), p. 9, quoting American Transit Association: Transit Fact Book, 1948, 1949.

[b]Figures not available.

men.[181] Though estimated by NATA as only $10,000,000[182] in 1942 (Table V), Business Week states gross billing reached $13,000,000.[183]

Transit operations continued to expand in 1943. Buses and trolleys were carrying 60 million passengers a day as compared to previous peacetime loads of 34 million. The transportation advertising business also continued to increase as space sales went up. The NATA estimated that sales of the first six months of 1943 were 50 per cent above those of 1942. War wealth helped the growth of the industry in the cities with the war industries. In typical cities some of the gains of those first six months were as follows: Providence, R. I., 122 per cent; San Diego, California, 71 per cent; San Francisco, 40 per cent; St. Louis, 53 per cent; New Orleans, 25 per cent; Wilmington, Delaware, 49 per cent; Newark, New Jersey, 62 per cent; and Milwaukee, 25 per cent. National advertisers accounted for 30 per cent of car card advertising revenue while local advertisers accounted for 70 per cent.[184] Total advertising volume was estimated by NATA as $14,000,000 for 1943 (Table V).[185]

The organization of the transportation advertising industry changed somewhat during this period. In Lackey's published doctoral thesis, con-

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[181]"Transit Rise To 20 Billion Fares," op. cit., p. 36.

[182]"Transportation," Printers' Ink Advertisers' Annual - 1954 Number, 245:310, Section Two, October 23, 1953.

[183]"Car Cards Score; Sharp Increase in Transit Riding Pulls Space Sales Up," Business Week, Number 731, September 4, 1957, p. 82.

[184]Ibid., pp. 82, 85-86.

[185]"Transportation," loc. cit.

TABLE V

ESTIMATED EXPENDITURES OF TRANSPORTATION ADVERTISING IN THE UNITED STATES 1941-1949[a]

Year	Expenditures
1941	$ 9,000,000
1942	10,000,000
1943	14,000,000
1944	18,000,000
1945	20,000,000
1946	21,000,000
1947	23,500,000
1948	21,500,000
1949	19,000,000
1950	18,500,000

[a]Source: "Transportation," Printers' Ink Advertisers' Annual - 1954 Number, 245:310, Section Two, October 23, 1953.

cerned primarily with the period 1940 to 1948, he summarized the changes in structure for the period as follows:

> (1) National Transitads, Inc., was the largest single operator in the transportation advertising industry controlling 36 per cent of the total vehicles in the United States.
>
> (2) One-hundred and sixty new groups representing 40 states obtained franchises. However, these franchises controlled only 4,194 vehicles.
>
> (3) Twenty-one groups controlling 545 vehicles terminated operations.[186]
>
> (4) As of January, 1948, eighty-four transportation advertising operators had franchises controlling 86,400 vehicles or about 94 per cent of the vehicles owned and operated by the transit industry.[187]

During this period William Wrigley, Jr. was the largest transportation advertiser, investing $850,000 in 1947, and $1,000,000 in 1949.[188] Almost every bus and street car in the United States carried his 11" x 28" card.[189]

The expenditures of transportation advertising for 1946 as compared with other media are shown in Table VI. The figure for transportation advertising is estimated and varies somewhat from that of Printers' Ink (Table V).

The rise and fall of the gross billings for the transportation ad-

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[186]Lackey, op. cit., p. 24.

[187]James Benton Lackey, Jr., Transportation Advertising 1940-1948 (Andover: The Andover Press, Ltd., 1950), pp. 14; 23, Quoting Transportation Advertising Section, Standard Rate and Data Service, Inc., January 1948.

[188]Brewster, op. cit., p. 385.

[189]Harry P. Bridge, Practical Advertising (New York: Rinehart and Company, Inc., 1949), p. 530.

TABLE VI

ESTIMATED ADVERTISING EXPENDITURES BY CLASSES OF MEDIA IN UNITED STATES 1946[a]

Media	Expenditures	Per Cent of Total
Newspapers	$1,038,800,000	43.7
Direct Mail	278,800,000	11.7
General Magazines	430,400,000	18.0
Radio	325,890,000	13.5
Magazines for Special Fields	178,000,000	7.3
Outdoor Advertising	100,000,000	5.0
Transportation Advertising	20,000,000	.8
Total	$2,371,890,000	100.0

[a]Source: Arthur J. Brewster, Herbert H. Palmer, and Robert G. Ingraham, Introduction to Advertising (5th ed.; New York: McGraw-Hill Book Company, Inc., 1941), p. 13.

vertising industry, as indicated in Printers' Ink for the years 1941 to 1949, are no doubt partially explained by the fluctuations in transit ridership as compared graphically in Figure 5. A closer study of this graphic comparison suggests a possible time lag factor. For example, the decline in transit passengers in 1947 did not seem to affect advertising expenditures until 1948.

In the latter 1940's, transportation advertising was beginning to feel the effects of the competition from other media and the loss of business that had been due to war conditions. As shown in Table V, its volume dropped from $23,000,000 in 1947, to $21,500,000 in 1948, and to $19,000,000 in 1949. But even the latter figure was almost double the prewar volume.[190] In 1948 local and national expenditures on transportation advertising were about equal, while in 1949 local advertising made up 53 per cent of the total dollar volume and national advertising 47 per cent. In 1949 $1,000,000 came from the advertisers' uses of exterior signs on buses and street-cars.[191]

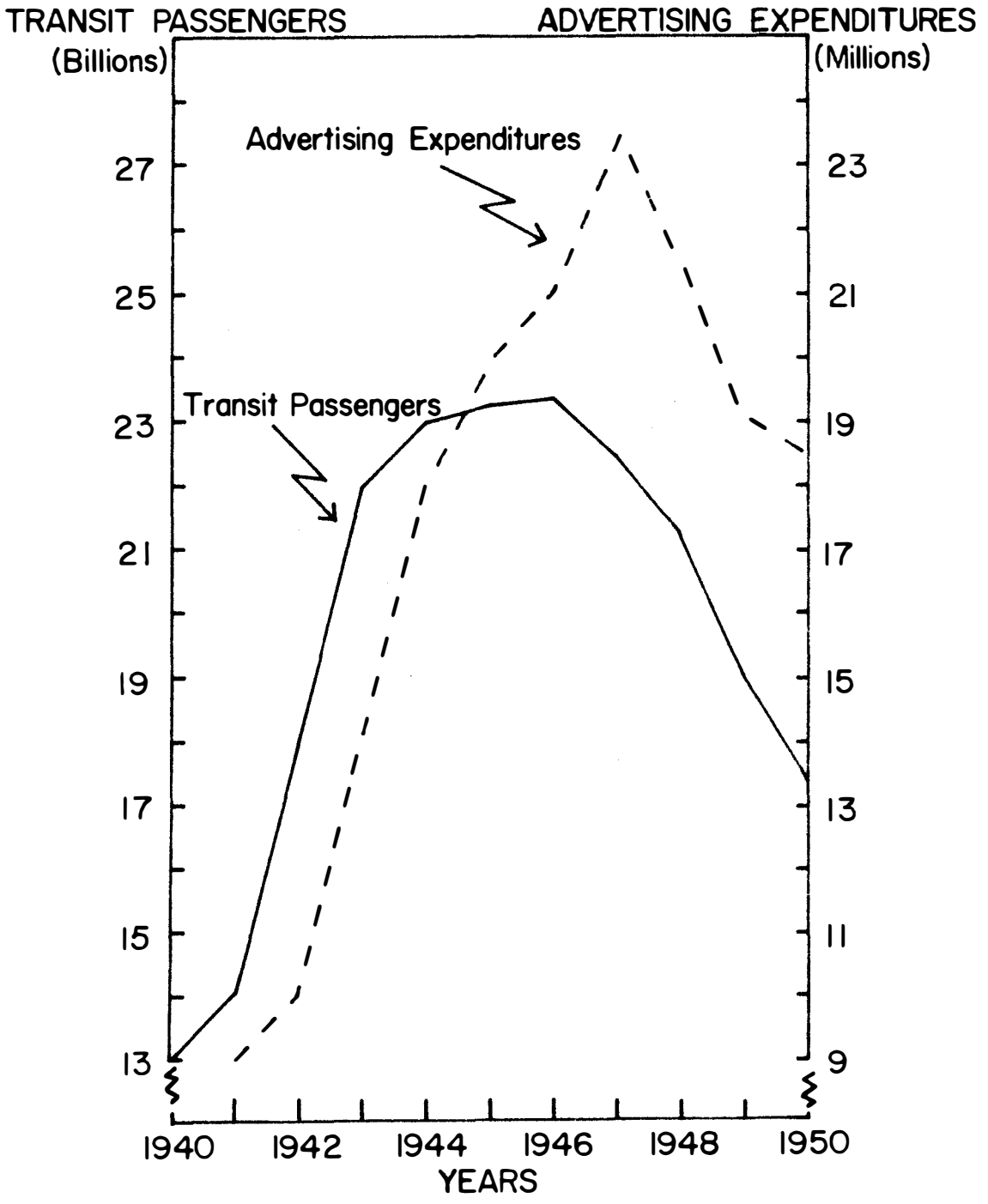
Trends of the Medium

While most of the changes occurred in the structure of the transportation advertising business during the period, 1941 to 1949, some new techniques were also developed in presenting the advertising copy as well as improvements made on the old ones.

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[190]"Carcard Advertising--A Postwar Case Study," op. cit., p. 33.

[191]"Outdoor and Transportation: 149 Millions in Outdoor Spectacular and Transportation Advertising in 1951," Printers' Ink, 233:44, December 29, 1950.



Note: This figure is based on data in Tables IV and V.

Figure 5. Comparison of Total Transit Passengers and Advertising Expenditures in the Years 1940-1950.

In 1941 New York Subways introduced editorial car cards which were designed to be informative and entertaining to the subway riders. These cards recommended current movies, featured a "pretty girl subway rider" of the month, gave facts concerning the origin of various social customs, and pointed out interesting landmarks and facts about the metropolis.[192]

Other examples of some of these "unusual attention-getters" displayed in 1942 were:

> 1. In Motion: Jax beer (Anferger agency) is running a series of these 'Texas Brags.' In this one a string is tied to the Texan's finger and the bottle. As the car or bus moves, the string sways. Several advertisers fasten a spring to their cards. Attached is a head, a figure, or a package which bounces up or down or wobbles, luring passengers' eyes.
>
> 2. Quick Change: Pantase Drug Stores, Memphis (Lake-Spiro-Shurman Agency), has a standard card which remains for 30 or 60 days. On its right is a seven-inch space ('Watch this space for weekly Pantase comparisons'). On it an insert is posted with prices for special sales and removed when that sale is ended.
>
> 3. Take One: Household Finance Corp. (BBDO agency) offers small folders explaining its services by die cutting cards and inserting the folders. Additional 'take one' devices involve pads from which readers may tear off a leaflet, post card, handbill, etc.
>
> 4. Third Dimension: Capital City Products Co., Columbus, Ga., staples an actual margarine package to its card. Bread and coffee are some other products utilizing this technique. An advertising message is beneath the package so it will appear in case a vandal yanks off the package. Vandals are few, however, say transit advertising companies.[193]

Van Camp's, canned food manufacturers, introduced a new idea in car card advertising in late 1942. Their pork and beans' national adver-

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[192]"Carcard Advertising--A Postwar Case Study," op. cit., p. 70.

[193]"Car Cards Come to Life," Sales Management, 50:17, March 1, 1942.

tising campaign was suddenly interrupted when a ruling came from the government restricting the use of tin cans. Within a month Van Camp's came up with a new product called Tenderoni, which was packed in cartons instead of tin. The company immediately announced this new product by placing three car cards, 11" x 28" each, covering seven feet on the inside of a bus or street car in seventy-six cities. These advertisements occupied a quarter of the space on the side of a street car and nearly one-half the space on the side of a bus. As a result, the company later reported that 105 markets were opened in less than three months.[194]

In 1943 Chicago Car Advertising sold "window space" cards which measured 11" x 28" and were located on the left side of a street car in the top section of a window. This new innovation proved to be popular. The rates were based on a full year's contract and ranged from $4500 per month for full service to $2,475 for half service.[195]

Transportation advertising continued to be used to supplement the major media. The Wm. Wrigley, Jr. Company, Liggett and Myers Tobacco Company, and Miles Laboratories were among the advertisers who followed this practice. The advertisers mostly used poster type advertising with a growing trend to emphasize editorial copy.[196]

During the war the Office of War Information was allowed 100,000 spaces in street cars and buses which constituted about 15 per cent of

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194"Van Camp's Open 105 Markets for Tenderoni in Less Than 90 Days," Sales Management, 51:24, August 1, 1942.

195"Carcard Advertising--A Postwar Case Study," op. cit., p. 70.

196"Car Cards Score; Sharp Increase in Transit Riding Pulls Space Sales Up," op. cit., pp. 85-86.

all car card facilities in this country. These OWI advertisements told about war bond drives, fire protection, food for freedom drives, and other similar campaigns.[197]

A familiar car card during the war was that of the "Don't talk" theme of Topps Chewing Gum. The card consisted of a cartoon scene related to the caption "Don't Talk, Chum . . . Chew TOPPS Gum." This not only helped the OWI, but it also proved effective for Topps Chewing Gum.[198]

In 1944 the Metropolitan Museum of Art advertised famous classic prints and offered actual reproductions of them at a small cost. The print along with the offer was advertised on subway car cards for one year. The Art Directors Club of New York sponsored the car card advertisements and were trying to find out what kind of art the public likes in its advertising.[199]

Champ cleanser featured variety as well as repetition in their advertising campaign of 1947. In their efforts to show that Champ cleanser was an all-purpose sudless detergent, the company used identical car cards but periodically changed the bold letter copy that explained the product's use. For example, changes in car cards explained the cleanser's use for woodwork the first run, walls the second run, weekly wash for the third run, and so on until the end of the campaign.[200]

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[197]Ibid., p. 86.

[198]M. M. Levin, "Car Card Slogan Devised in Wartime Still Good," Printers' Ink, 218:42, February 7, 1947.

[199]Richard Manville, "What Art Does the Public Like?" Printers' Ink, 207:22, June 30, 1944.

[200]"Variety in Car Cards," Printers' Ink, 218:42, January 24, 1947.

In 1947 the NATA endorsed the standardization of signs on the outside of buses and street cars. The standard cards were 21" in height with varying widths of 27", 36", and 44". This form of advertising was given the name of traveling displays. These proved to be very popular and contributed much to the revenue of transportation advertising.[201]

The 11" x 28" car card became the most popular of the various sizes of inside displays in 1947, and by 1949 it was not only the most favored but was considered by advertisers as the standard size. Research had also proved it to be most effective for general advertising purposes.[202]

The cost of car-cards was based on this standard size for a twelve month showing. Contracts usually permitted one change of copy per month with provisions for more frequent changes at an extra cost. Advertisers could also purchase space for six to eleven month and three to five month periods. A full showing (i.e., a card in every vehicle) over the United States for a whole year would have cost about $900,000.[203] A few transportation advertising companies provided more than one space per car or bus for each advertiser. Such was the practice of the New York Subways Advertising Company.[204]

Advertisers usually printed their car card advertisements on three-

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[201]Philip J. Everest, "Transportation Advertising Audience Is 18 Billion Passengers," Advertising and Advertising and Selling, 43:97, November, 1950.

[202]Bridge, op. cit., p. 533.

[203]Rochester Industrial Advertisers, Practical Advertising Procedure (New York: McGraw-Hill Book Company, Inc., 1948), p. 262.

[204]Albert W. Frey, Advertising (2nd ed., New York: The Ronald Press Company, 1953), p. 505.

ply, four-ply, or five-ply card stocks[205] while traveling displays were on ten- to fourteen-ply.[206] While the copy was u ually brief, there was a slight trend toward the use of longer copy.[207] Letter-press, lithography, and the silk screen process were still the dominant forms of reproduction used. Local advertisers usually did not have many car cards printed and thus preferred the silk-screen process because of its low cost.[208] Daylight fluorescent inks and luminescent inks were also very popular, especially on the exterior signs.[209]

Another new device for transportation advertising was introduced and tested in late 1949 in Detroit by the Transportation Advertising Company of Michigan. It was called the Transit Roto-Ad device:

> This consisted of a small compact box, holding a cellulose film, a small headlight bulb and a mirror. The combination projects a brief sales message on a small rectangular window in the front of the box. Roto-Ad is placed in front of the transit vehicle, flush to the ceiling and directly behind the operator. An advertiser's message repeats itself every five minutes.[210]

While most of the advertising had once been national, there was a definite trend in the late 1940's in favor of local advertising.[211]

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[205]Rochester Industrial Advertisers, loc. cit.

[206]Everest, op. cit., p. 100.

[207]Frey, op. cit., p. 503.

[208]Bridge, op. cit., pp. 533-534.

[209]"Outdoor and Transportation: 149 Millions in Outdoor Spectacular and Transportation Advertising in 1951," loc. cit.

[210]"Carcard Advertising--A Postwar Case Study," op. cit., p. 68.

[211]"Outdoor and Transportation," loc. cit.

The NATA with its research studies had proved to advertisers that the medium of transportation advertising was as good in small cities as it was in large cities. Also more advertisers were switching to transportation advertising for extensive dealer cooperative programs.[212]

Mutual Transportation Advertising, Inc.

Events Leading Up To Formation

In 1948 the larger independent operators, particularly the ones with leases that controlled the spa e in the metropolitan transit systems, seemed to be the most active in obtaining business from the national advertisers. In some cases, these same larger operators held franchises with other smaller transit systems, and thus in a small way were able to secure an increased volume of national advertising. Since there was no national selling agency at that time to promote the merits of the medium, each operator and his salesmen based their sales talks on their own reasons why a national advertiser should buy space in or on the vehicles of a particular transit system.[213]

Lackey points out that this selling procedure was "cumbersome and unsatisfactory to national advertisers or agencies normally advertising over wide areas because of the overlapping of the sales arguments" presented by the various operators and because of the complex administration required to place advertising in more than one transit system. Each

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[212]"Carcard Advertising--A Postwar Case Study," op. cit., pp. 36; 48.

[213]Lackey, op. cit., p. 272.

contract made with a different operator called for an entirely separate transaction of business to place the advertising.[214]

Formation of MTA

These problems along with the increasing willingness of most of the smaller independent operators to cooperate and work together to promote their medium prompted the incorporation of Mutual Transportation Advertising, Inc., (MTA) on July 15, 1949, in Illinois.[215] Since all of these individual operators were small and did not control many leases, they could not afford full-time representatives in major cities such as Chicago or New York. Therefore, they banded together and through a mutual pooling of funds were able to set up two offices and a skeleton staff.[216]

Originators included: J. E. Wellman, Detroit, Michigan; Tom O'Ryan, Memphis, Tennessee; and E. B. Sorensen, San Francisco, California, who presently comprise the Executive Committee which controls the policies of the organization. These men recognized the fact that nearly all of the big advertising campaigns came out of Chicago, New York, and other major cities.[217] The formation of Mutual was considered necessary in order to promote, sell, and service national business in these markets. Otherwise,

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[214]Ibid.

[215]Letter from Frank Clary, Secretary of Mutual Transportation Advertising, Inc., New York, New York, to James Hind, dated February 19, 1958.

[216]Letter from Robert Carrier, General Sales Manager of Mutual Transportation Advertising, Inc., Chicago, Illinois, to James Hind, dated January 22, 1958.

[217]Ibid.

the individual plant owner or operator in each city would find it necessary to be continually traveling to these major business centers. Thus, the organization secures national business for local operators.[218] A president of one of the independent transportation advertising companies says, "This is actually the only true national selling organization in the country designed to promote and sell transportation advertising."[219]

Early membership included ten member companies with sales offices in sixteen cities which offered transportation advertising and service in "18,341 buses and street cars in 173 markets" (Table VII).[220]

MTA Organization

As was noted above, the overall purpose of Mutual is to secure national business for local operators. The purpose of the transportation advertising sales and service organization is to offer the following services to regional and national advertisers:

1. To provide regional sales offices to completely serve advertisers in their areas.
2. To enable advertisers to issue only one order for any or all of our markets.
3. To provide one-invoice source for such orders.
4. To assist in securing even greater effectiveness for

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[218]Letter from Frank Clary, Secretary of Mutual Transportation Advertising, Inc., New York, New York, to James Hind, dated February 19, 1958.

[219]Letter from Tom O'Ryan, President, Tom O'Ryan Advertising Co., Atlanta, Georgia, to James Hind, dated August 21, 1957.

[220]"Carcard Advertising--A Postwar Case Study," op. cit., pp. 54-55.

TABLE VII

MEMBERS OF MUTUAL TRANSPORTATION ADVERTISING, INC.
AND THEIR REGIONAL SALES OFFICES
1950[a]

Members	Location of Regional Sales Offices	
	City	State
American Transit Advertising	Indianapolis	Indiana
Loomis Advertising Company	Kansas City	Missouri
	Omaha	Nebraska
	Philadelphia	Pennsylvania
	St. Louis	Missouri
Milwaukee Transportation Advertising	Milwaukee	Wisconsin
Mitchell, McCandless & Klaus	Cleveland	Ohio
Murray & Malone	Minneapolis	Minnesota
Ohio Transit Advertising, Inc.	Columbus	Ohio
Tom O'Ryan Advertising Co.	Memphis	Tennessee
Traction Advertising	Cincinnati	Ohio
	Little Rock	Arkansas
	Peoria	Illinois
Transportation Adv. Co. of Michigan	Detroit	Michigan
Transportation Advertising Sales	Dallas	Texas
	Houston	Texas

[a]Source: "Carcard Advertising--A Postwar Case Study," Tide, 24:54-55, May 19, 1950.

transportation advertising at the local level.[221]

In serving advertisers and agencies, the Mutual representative acts as a liaison between them and the individual member operators. Various functions include the preparing of rate schedules, determining the number of cards needed, and shipping information; obtaining special market information; providing a list of markets where outside spaces are available; and quickly determining whether certain size spaces are available and listing the size of these spaces that are available in the markets.[222]

More specific functions include various merchandising services. Depending on the sizes of advertising schedules and the sizes of markets involved, MTA will:

1. mail merchandising letters, or Giant post cards with picture of advertisers car card and 'sell' on campaign.
2. personally contact distributors or brokers, or wholesalers.
3. personally address meetings of salesmen, tell them the advantages of transportation advertising, demonstrate how to get car card reproductions posted in stores.
4. take a personal local interest in advertisers local problems, and aid his representatives with local distribution outlets.[223]

The one-order one-invoice system aids advertisers and agencies in simplifying the placing of orders and accounting procedures in their

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[221] Mutual Transportation Advertising, Inc., "Producing Low Cost Results," A Report Prepared by Mutual Transportation Advertising, Inc., 1957, p. 8.

[222] "Carcard Advertising--A Postwar Case Study," loc. cit.

[223] "Producing Low Cost Results," op. cit., p. 6.

offices. The advertiser or agency no longer has to make out a number of orders to a number of operators, but only needs to contact one.[224]

By combining all their markets, the MTA is able to offer a national advertiser "a coverage of sufficient size, spread, and readership to make transit advertising a marketing tool as important as network radio, network television, or national magazines coverage."[225]

The organization is owned and operated by seventeen experienced transportation advertising operators.[226] The officers consist of a president, vice-presidents in charge of national sales offices, and general sales managers for these national sales offices. The individual members of Mutual are the Mutual representatives in the various markets. These representatives funnel regional business throughout the country.[227]

All revenue is derived from the sale of transit advertising which is placed in member cities. In this way the individual city (or operator) pays Mutual in proportion to the business he receives from Mutual. Each member city representative, in turn, can sell national advertising in other cities. For example, the Detroit operation sells nationally to the automotive concerns and can place this business through all Mutual cities

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[224] Ibid.

[225] "What Every Transit Company Should Know About Mutual," Passenger Transport, 15:5, August 9, 1957.

[226] "Producing Low Cost Results," op. cit., p. 2.

[227] Letter from Tom O'Ryan, President, Tom O'Ryan Advertising Co., Atlanta, Georgia, to James Hind, dated August 21, 1957.

since both the agency and motor company are located in Detroit.[228]

Present Status of MTA

As of 1957, the MTA is the largest national selling agency that specialises in transit advertising. It is comprised of seventeen transportation advertising operators and is the sole national sales representative for twenty-six other operators who are associates (Table VIII).[229] The advertising volume in dollars of the members and their associates represents over 50 per cent of the total transportation advertising volume.[230] The MTA sells and services 434 markets (Figure 6).[231]

The outlook for MTA is not too stable. Since its beginning in 1949, it has been in competition with National Transitads, Inc., which is sufficiently large to operate its own national sales agency. Together MTA and National Transitads, Inc., practically control (with the exception of a few western companies) all the advertising space in the transit systems of this country. These two sales agencies are constantly competing for the national business, and no doubt National Transitads takes some of Mutual's business, and Mutual takes some of Transitad's business.[232]

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[228]Letter from Robert Carrier, General Sales Manager of Mutual Transportation Advertising, Inc., Chicago, Illinois, to James Hind, dated January 22, 1958.

[229]"Producing Low Cost Results," loc. cit.

[230]Tom O'Ryan, President, Tom O'Ryan Advertising Co., Atlanta, Georgia, personal interview, November 18, 1957.

[231]Letter from Robert Carrier, General Sales Manager of Mutual Transportation Advertising, Inc., Chicago, Illinois, to James Hind, dated January 22, 1958.

[232]Mark Batchelder, Vice President of O'Ryan & Batchelder, Inc., Memphis, Tennessee, personal interview, October 15, 1957.

TABLE VIII

MEMBERS AND ASSOCIATES OF MUTUAL TRANSPORTATION ADVERTISING, INC. AND THEIR REGIONAL SALES OFFICES 1957[a]

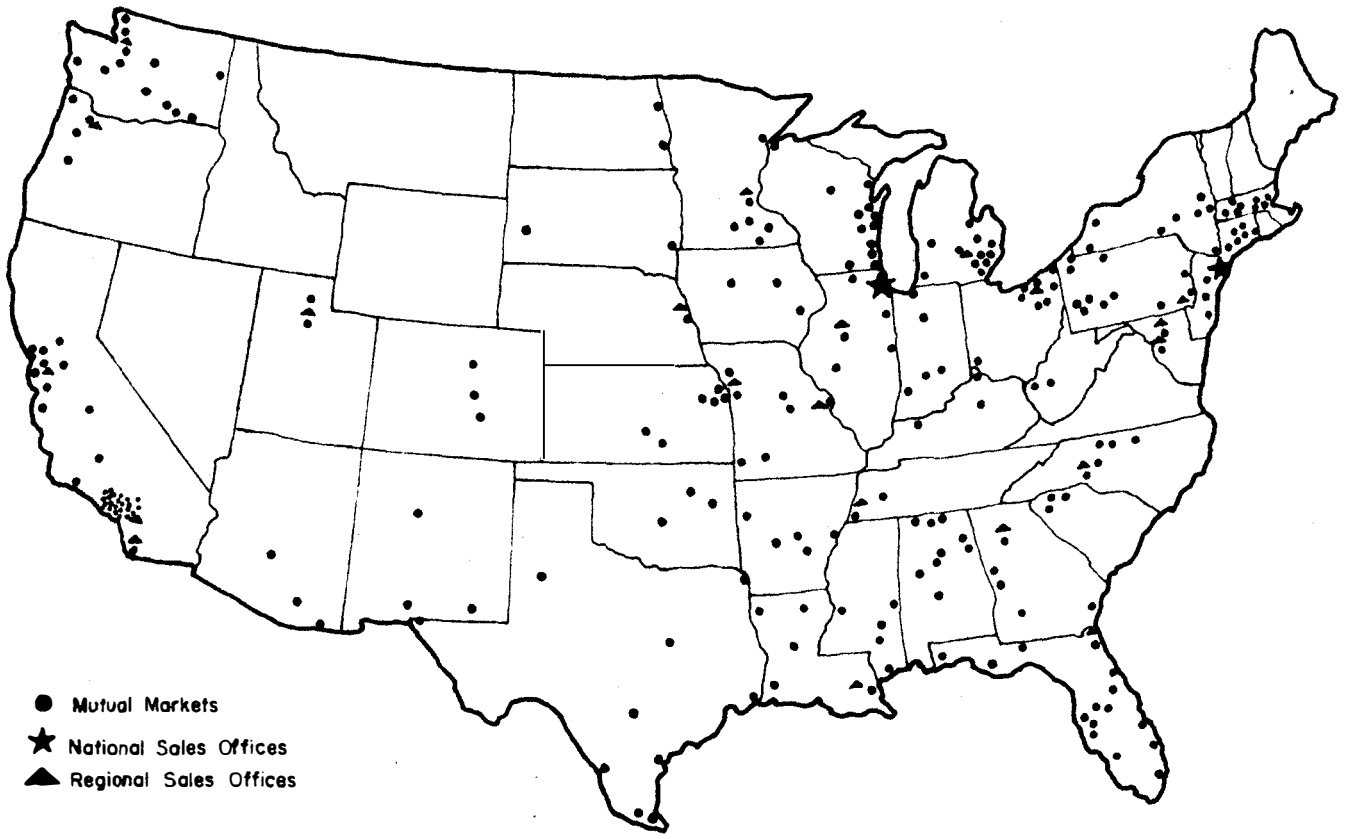
Members and Associates	Location of Regional Sales Office	
	City	State
Members:		
California Transit Advertising, Inc.	Los Angeles	California
City Lines Transit Advertising	Salt Lake City	Utah
Fawcett, Harwood Hoyt	San Diego	California
Fielder, Sorensen & Davis	San Francisco	California
Loomis Advertising Company	Kansas City	Missouri
	St. Louis	Missouri
	Baltimore	Maryland
	Omaha	Nebraska
	Philadelphia	Pennsylvania
Mitchell, McCandless & Klaus	Cleveland	Ohio
Murray & Malone Company	Minneapolis	Minnesota
O'Ryan, Tom, Advertising Company	Memphis	Tennessee
	Atlanta	Georgia
O'Ryan & Batchelder, Inc.	Charlotte	North Carolina
	Memphis	Tennessee
Pacific Northwest Transit Advertising	Portland	Oregon
Philbin & Coine	New York City	New York
	Washington	D. C.
	Jacksonville	Florida
Traction Advertising Company	Peoria	Illinois
Transit Advertising Company	Peoria	Illinois
Transportation Advertisers, Inc.	New Orleans	Louisiana
Transportation Advertising Company	Detroit	Michigan
Transportation Displays, Inc.	New York City	New York
Washington Transit Advertising	Seattle	Washington

TABLE VIII (continued)

MEMBERS AND ASSOCIATES OF MUTUAL TRANSPORTATION ADVERTISING, INC. AND THEIR REGIONAL SALES OFFICES 1957[a]

Members and Associates	Location of Regional Sales Office	
	City	State
Associates:		
American Transit Advertising, Inc.	Albany	New York
Arizona Transit Advertising, Inc.	Phoenix	Arizona
Bus Ads	Levittown	Pennsylvania
Bus Ads, Inc.	Pittsburgh	Pennsylvania
Bus Advertising Service	Kansas City	Missouri
City Bus Advertising Co.	Wichita	Kansas
Denver Transportation Advertising Co.	Denver	Colorado
Hicks, Ward, Advertising	Albuquerque	New Mexico
Honolulu Rapid Transit Company	Honolulu	Hawaii
Interstate Advertising Co.	Kansas City	Missouri
Maple City Advertising Agency	La Porte	Indiana
Mobile Ads, Inc.	Wichita	Kansas
National Bus Advertising Co.	Waterloo	Iowa
Rapid Traction, Inc.	Rapid City	South Dakota
Russell Advertising, Inc.	Pittsburgh	Pennsylvania
R. Russell Roop Co.	Pittsburgh	Pennsylvania
Sand Springs Railway Co.	Sand Springs	Oklahoma
Southern Advertising Service	Birmingham	Alabama
Storey, W. M., Advertising	Mississippi City	Mississippi
Transit Advertising Co.	El Paso	Texas
Transit Displays	Grand Rapids	Michigan
Transport-Ads of Milwaukee	Milwaukee	Wisconsin
Transportation-Ads, Inc.	Salt Lake City	Utah
Twin City Transit Co.	Helena	Arkansas
Watson, Glenn E.	Columbia	Missouri
West Texas Advertising Co.	Lubbock	Texas

[a]Source: Mutual Transportation Advertising, Inc., "Producing Low Cost Results," A Report Prepared by Mutual Transportation Advertising, Inc., 1957, p. 8.



Source: Mutual Transportation Advertising, Inc., "Producing Low Cost Results," A Report Prepared by Mutual Transportation Advertising, Inc., p. 2.

Figure 6. Locations of Sales Offices and Markets of Mutual Transportation Advertising, Inc., in 1957.

In September, 1947, the members of MTA and executives of National Transitads, Inc., discussed a possible coalition of their two national sales agencies. Under such an arrangement, the sales agencies of MTA and Transitads would no longer be in existence, but their duties would be "under one roof" of an organization known as the Transportation Advertising Bureau or some other similar name. There would also be the possibility of putting the duties of the National Association of Transportation Advertising, Inc., under the direction of this new organization.[233]

Plans call for this new organization to grant the regular 15 per cent cash discount to the advertising agencies plus an additional 1.7 per cent (i.e., 2 per cent on 85 per cent). Transportation advertising executives say that this will help their medium to compete more effectively with outdoor advertising since many of the clients are the same for both media. They point out that this small additional percentage of discount will also be attractive to advertising agencies since many of them operate on small margins. This arrangement would no doubt have to be justified to the transit companies.[234]

Officers of MTA say that the general outlook for business in 1958 is excellent. They give the following reasons:

1. The new King Size Posters (2½' x 12') have attracted a lot of attention and have enabled them to get through many doors which were previously closed.

2. The loss in riders, so prevalent after the war years, has seemed to level off, and gains have been noted in many cities.

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[233] Ibid.

[234] Ibid.

3. Sizes of outside displays (21" x 44" and 2½' x 12') have become much better standardized which simplifies national selling.

4. New merchandising practices have made the medium more attractive to buyers, especially in the food field.

The general opinion is that transportation advertising is on the "upswing after taking quite a dip in popularity" similar to that of radio.[235]

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[235]Letter from Robert Carrier, General Sales Manager of Mutual Transportation Advertising, Inc., Chicago, Illinois, to James Hind, dated January 22, 1958.

CHAPTER III

STRUCTURE, RESEARCH, AND PRESENT STATUS OF TRANSPORTATION ADVERTISING

This chapter is divided into six sections as follows: (1) Analysis of The Independent Transportation Advertising Company and Its Operations; (2) Standard Sizes and Shapes of Transportation Advertising Displays; (3) Showings and Rates of Transportation Advertising Displays; (4) The Production of Transportation Advertising Displays; (5) Research Studies Completed on Transportation Advertising; (6) and Status of the Medium.

Analysis of the Independent Transportation Advertising Company and Its Operations

The basic foundation of the transportation advertising business is the independent transportation advertising company which is usually known as the operator. As of January, 1958, there were ninety-four transportation advertising companies in the United States of which approximately eighty were independent operators (Table IX).[1] These independent companies "sell and service the space in, on or around the vehicles under exclusive lease arrangement with transit systems" which are either private or publicly owned. A few transit companies set up and operate their own advertising facilities (Table IX).[2]

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[1]From Standard Rate and Data Service, Inc., "Transportation Advertising Rates and Data," 39:79, December 15, 1957.

[2]National Association of Transportation Advertising, Inc., Questions and Answers About Car Card Advertising, A Brochure Prepared by National Association of Transportation Advertising, Inc., pp. 6-7.

TABLE IX

TRANSPORTATION ADVERTISING COMPANIES AND THEIR LOCATIONS IN UNITED STATES 1958[a]

Name of Company	Location	
	City	State
ABC Hi-Way Displays, Inc.	Waukesha	Wisconsin
Allied Bus Ads Inc.	Jamaica	New York
American Transit Advertising, Inc. (of New York)	Albany	New York
Arizona Transit Advertising, Inc.	Phoenix	Arizona
American Transportation Enterprises Adv. Co., Inc.	Allentown	Pennsylvania
*Blue Bird Coach Lines	Olean	New York
*Boise Bus Company	Boise	Idaho
Buckeye Transit Advertising Company	Columbus	Ohio
Bus Ads, Inc. (Iowa)	Des Moines	Iowa
Bus Advertising Co.	Chicago	Illinois
Bus Spectaculars, Inc.	New York	New York
Busvertising	New Boston	Ohio
California Transit Advertising, Inc.	Los Angeles	California
Car Cards, Inc.	New York	New York
Chicago Car Advertising Company	New York	New York
City Bus Advertising Company	Wichita	Kansas
*City Lines Transit Advertising Company	Salt Lake City	Utah
Colorado Taxiad Company	Denver	Colorado
Connecticut Bus Advertising	Long Island	New York
Denver Transportation Advertising Company	Denver	Colorado
Driscoll Advertising Company, Inc.	New York	New York
Economy Advertising Promotions	Lawton	Oklahoma
Eklund, George A. Advertising Co.	Omaha	Nebraska
*Employees Transit Lines, Inc.	Lorain	Ohio
Fawcett, Harwood Hoyt, Transit Advertising	San Diego	California
Fielder, Sorensen and Davis	San Francisco	California
Fitchburg & Leominster St. Ry. Company	Fitchburg	Massachusetts
*Fort Wayne Transit, Inc.	Fort Wayne	Indiana
Gorman, H. J. Advertising Service	Peoria	Illinois
*Great Falls City Lines Advertising	Great Falls	Montana
Hart Advertising	Milan	Ohio
Hicks, Ward, Advertising	Albuquerque	New Mexico
Honolulu Rapid Transit Company, Ltd.	Honolulu	Hawaii
Houck, J. C. Motor Coach Advertising	Ventura	California
Houck, Leo J. Motor Coach Advertising Company	St. Paul	Minnesota
*Hudson Tubes Advertising Corp.	New York	New York
Joslin Advertising Co.	St. Louis	Missouri
Lake, Albert J. Advertising	Boston	Massachusetts

TABLE IX (continued)

TRANSPORTATION ADVERTISING COMPANIES AND THEIR LOCATIONS IN UNITED STATES 1958[a]

Name of Company	Location	
	City	State
Maine Bus Advertising Company	Long Island	New York
Maple City Advertising Company	La Porte	Indiana
Massey, Lyman A. Advertising	Blue Island	Illinois
*Miami Transit Company	Miami	Florida
*Miami Beach Railway Company	Miami	Florida
Mitchell, McCandless & Klaus	Cleveland	Ohio
Miller, David C., Co.	Wheeling	West Virginia
Mobile Ads, Inc.	Wichita	Kansas
Morris, Howard, Inc.	Baltimore	Maryland
Munns, Willard	Peoria	Illinois
Munro Advertising	Watertown	New York
Murray, Jay & Associates, Inc.	Minneapolis	Minnesota
Murray and Malone Company	Minneapolis	Minnesota
National Bus Advertising Company	Waterloo	Iowa
National Transitads, Inc.	New York	New York
New York Subways Advertising Co., Inc.	New York	New York
Noble Plantation Studios	Fincastle	Virginia
O'Ryan and Batchelder, Inc.	Memphis	Tennessee
Pacific Northwest Transit Advertising	Portland	Oregon
Philbin and Coine	Boston	Massachusetts
Philbin and Coine Advertising Service	Washington	D. C.
*Public Service Coordinated Transport Car and Bus Advertising Department	Newark	New Jersey
Putnam Bus Advertising	Troy	New York
Randolph, John, Advertising Co.	Tomball	Texas
*Rapid Traction, Inc.	Rapid City	South Dakota
*Reading Bus Company	Reading	Pennsylvania
Rhode Island Transit Advertising Co.	Providence	Rhode Island
Roscoe Transit Advertising Company	Kingston	Pennsylvania
*Sand Springs Railway Company	Sand Springs	Oklahoma
Stanley Advertising Company	New York	New York
Storey, W. M. Advertising	Mississippi City	Mississippi
Southern Advertising Service	Birmingham	Alabama
Surface Transportation Advertising, Inc.	New York	New York
Thompson Transit Advertising	Los Angeles	California
Transit Advertising Co.	Englewood	Colorado

TABLE IX (continued)

TRANSPORTATION ADVERTISING COMPANIES AND THEIR LOCATIONS IN UNITED STATES 1958[a]

Name of Company	Location	
	City	State
Transit Advertising Company	Peoria	Illinois
Transit Advertising Company	El Paso	Texas
Transit Advertising Company of Montana	Butte	Montana
Transit Displays	Grand Rapids	Michigan
Transport Ads of Milwaukee	Milwaukee	Wisconsin
Transportation Displays, Inc.	New York	New York
Transportation-Ads, Inc.	Salt Lake City	Utah
Transportation Advertisers Inc.	New Orleans	Louisiana
Transportation Advertising Company	Chicago	Illinois
Transportation Advertising Company of Michigan	Detroit	Michigan
Transportation Advertising Sales, Inc.	Dallas	Texas
*Twin City Transit Company	Helena	Arkansas
Van Natten Advertising Co., Inc.	Bloomfield	New Jersey
Vickerstaff, Ray Advertising Company	Toledo	Ohio
Washington Transit Advertising	Seattle	Washington
Watson, Glenn E.	Columbia	Missouri
West Texas Advertising Company	Lubbock	Texas
Whaley, William E.	Louisville	Kentucky
Wheeler, John B.	Tulsa	Oklahoma
Winston Company	New York	New York
WIW Promotions, Inc.	Dayton	Ohio

[a]Source: From Standard Rate and Data Service, Inc., "Transportation Advertising Rates and Data," 39:79, December 15, 1957.

*Indicates transit company operates its own advertising facilities.

Most of the small local operators are represented nationally by either "joining with larger operators for the sale and servicing of national accounts (i.e., with distribution beyond local or regional areas)" or by setting up separate companies to handle this part of the advertising business.[3]

Obtaining Leases

A lease with a transit company is the basic and necessary requirement of any transportation advertising company. Competition for leases by the various companies has been very keen, especially since the death of Collier in 1939. The development of individual advertising companies and their constant fight to obtain leases is a study in itself. However, in general, it seems as if the companies who now control the leases were the ones "who were there the fustest with the mostest" and did the job so well that they were able to retain these leases over the past years.[4]

Lease Arrangements

The types of leases between the transportation advertising company and the transit company vary according to the size of the operations of both.[5] There are no definite formulas for these various lease arrangements. They are based on the premise that no deal is a good deal, unless it is good for both the transit company and transportation advertising

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[3]Ibid., p. 7.

[4]E. Vernon Oliver, Tennessee Divisional Manager of O'Ryan & Batchelder, Inc., Memphis, Tennessee, personal interview, October 16, 1957.

[5]Lackey, op. cit., p. 26.

company.[6] The following example indicates generally the lease arrangement for the majority of independent transportation advertising companies whose operations are discussed in this chapter. The example assumes that an agency is involved in the sale of the advertising space, and the 15 per cent agency commission is granted:

Gross Income		100.0%
Less: Advertising agency commission		15.0%
Net		85.0%
Payment to transit company (50% of net)		42.5%
Gross Margin		42.5%
Salesmen's compensation)		
Travel, entertainment, promotion)		
Carding salaries)	42.5%	
Carding supervision)		
Contribution to overhead)		42.5%

If an agency had not been involved in the sale of the advertising space, then the gross margin of the transportation advertising company would have been 50 per cent, since the transit company would have received half of gross income. The example shows that the transportation advertising company pays agency commission and cost of lease privileges which total 57.5 per cent of each dollar of gross income. With the agency commission omitted, the cost of lease privilege alone would be 50 per cent of gross. This would leave 42.5 per cent to 50 per cent of gross income from which expenses must be paid and a reasonable profit obtained.[7]

Some leases cover as many as ten to twelve pages and have many ramifications. For example, it is set forth in the lease who is to purchase

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[6]Mark Batchelder, Vice-President, of O'Ryan & Batchelder, Inc., Memphis, Tennessee, personal interview, October 29, 1957.

[7]E. Vernon Oliver, Tennessee Divisional Manager of O'Ryan & Batchelder, Inc., Memphis, Tennessee, personal interview, March 4, 1958.

and own the springs that are used to hold the cards in the racks on the interior of the buses. The advertising company is usually responsible for purchasing this item. However, the outside frames for traveling displays are either purchased by the transit company itself, or the cost is borne equally by the transit company and the advertising company. But in either instance, the frames become the property of the transit company.[8]

The geographical limits of a transportation advertising company's operations are determined by the number and location of leases with the transit companies. The regiona , divisional, and local sales offices are then established on this basis (Figure 7).[9]

Organization

The basic organization of the company or the chain of command is the board of directors, president, executive vice-president, vice-president in charge of regional or divisional offices, and lastly, the salesmen who sell the medium (Figure 8).[10]

The internal operations of independent transportation advertising companies vary, but in general they are similar and not too complex. The following examples of sales administration are those of O'Ryan & Batchelder, Inc., a well-known independent operator of today.

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[8]Letter from Tom O'Ryan, President, Tom O'Ryan Advertising Co., Atlanta, Georgia, to James Hind, dated April 2, 1958.

[9]E. Vernon Oliver, Tennessee Divisional Manager of O'Ryan & Batchelder, Inc., Memphis, Tennessee, personal interview, October 16, 1957.

[10]Ibid.

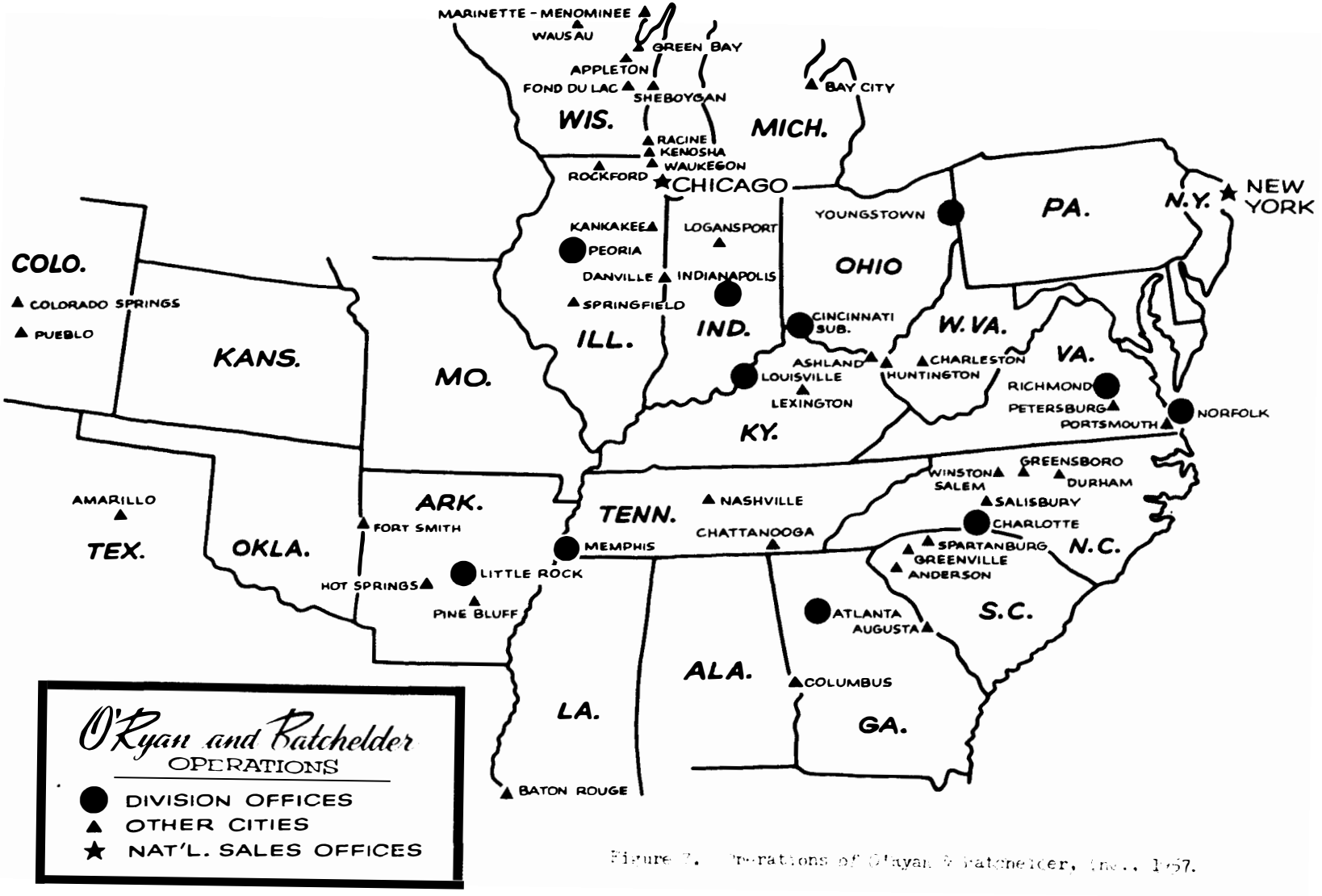


Figure 7. Operations of O'Ryan & Ratchelder, Inc., 1957.

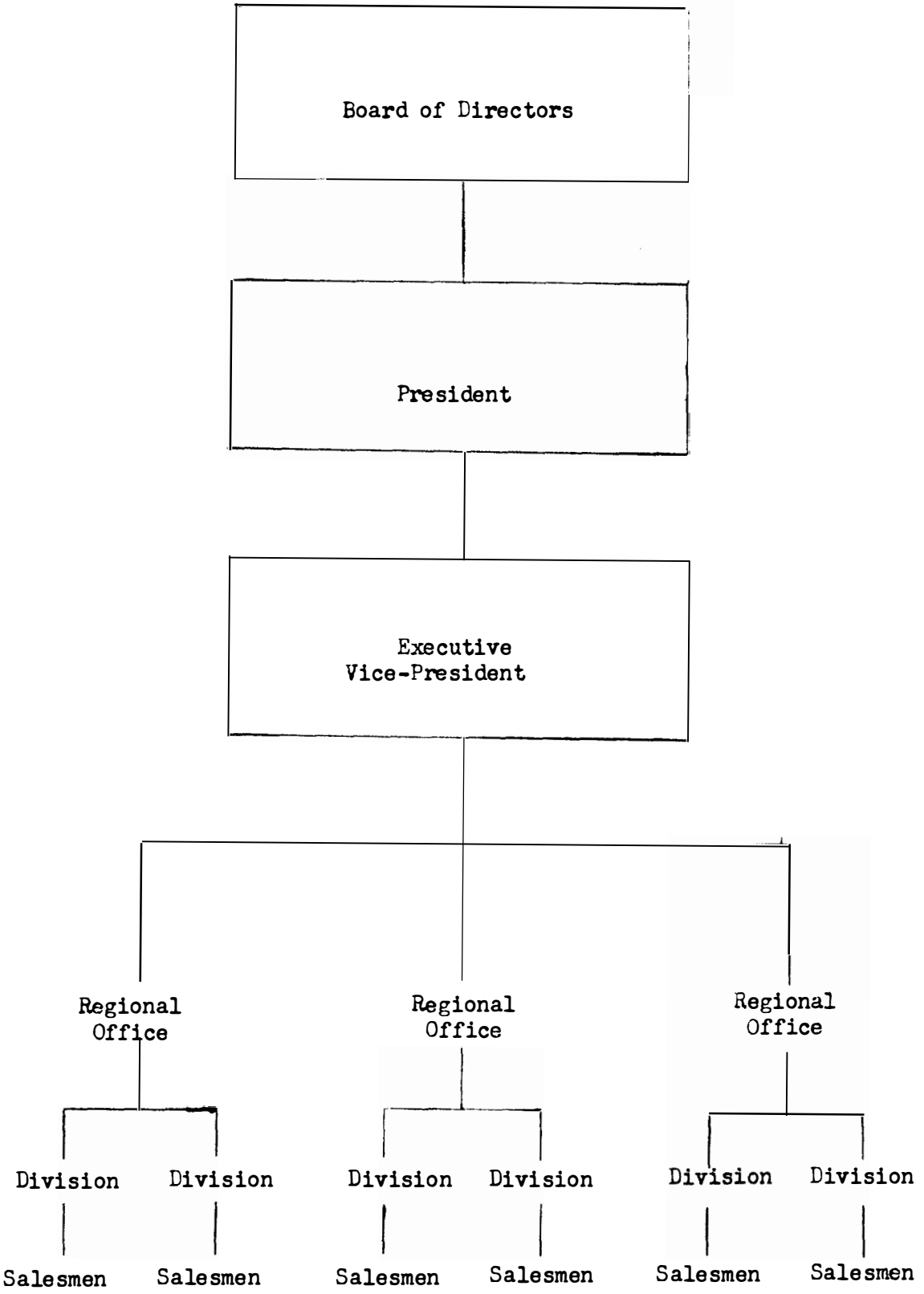


Figure 8. Organizational Chart of Transportation Advertising Company.

Sales Administration

A contract with an advertiser and agency is prepared on a standard advertising contract form in quadruplicate. The terms and conditions of service are stated on the back of this form (Figures 9 and 10). The original and duplicate copy are sent to the general office in Memphis, Tennessee, and the originator keeps a copy for his files.[11] Each contract is forwarded with a Billing Notice attached which gives the details of the contract (Figure 11). The Billing Notice gives account and agency information along with the installation, change in service, and removal dates of the car cards.[12]

Each salesman or Division Office makes a weekly report of sales made which is sent to the central office in Peoria, Illinois, with the originator keeping a copy. A written explanation of any unusual sales accompanies this report so as to provide helpful information to other salesmen. The division office is also required to make a space report during the first week of each month. The original is sent to the general office, a copy to the central office, and a copy retained. Any space available because of the addition of a new type or size of vehicle is explained diagrammatically and forwarded to the general office. The Division Office keeps a current record of all unsold space as to its type and size in each transit vehicle and reports this information along with

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[11] O'Ryan & Batchelder, Inc., Operations and Contract Manual of O'Ryan & Batchelder, Inc., A Manual Prepared by O'Ryan & Batchelder, Inc., p. 1.

[12] E. Vernon Oliver, Tennessee Divisional Manager of O'Ryan & Batchelder, Inc., Memphis, Tennessee, personal interview, May 13, 1958.

the total number of buses in service to the general office on the first of each month. This information is recorded on the Space Occupancy Report Blanks (Figure 12).[13]

Each division office or salesman keeps a budget as well as a record of expenses incurred. Each salesman sets up his filing system as he sees fit.[14]

Responsibilities

The first responsibility of any independent transportation advertising operator is to establish a central office, set up and maintain accounting, sales carding, and art departments.[15]

While it is the responsibility of the advertiser to supply the cards and deliver them to the required place which is usually the transit company, at least ten days prior to the showing date, the transportation advertising company supplies the advertiser and his agency with a complete shipping list, and the directions and proper procedures to follow. Most transportation advertising companies provide facilities for producing car cards or offer advice to larger advertisers as to the best production techniques.[16]

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[13] Operations and Contract Manual of O'Ryan & Batchelder, Inc., op. cit., pp. 4; 6.

[14] E. Vernon Oliver, Tennessee Divisional Manager of O'Ryan & Batchelder, Inc., Memphis, Tennessee, personal interview, October 17, 1957.

[15] Operations and Contract Manual of O'Ryan & Batchelder, Inc., op. cit., p. 6.

[16] National Association of Transportation Advertising, Inc., op. cit., p. 7.

The regional offices of the advertising company are responsible for issuing carding instructions to all markets under their jurisdiction. Installation instructions for the cards of national and regional advertisers are sent by the representative office of the advertising company in which these accounts are serviced (Figure 13). While this is the general procedure, it is sometimes changed and adapted to special situations.[17]

An accurate record of the space occupied by each card inside or on the outside of the vehicle is kept by the personnel in the carding department of the transportation advertising company. This department gives orders to the carders to place new cards or change old cards (Figure 14).[18] In addition, they see that advertisers' cards are kept clean and that torn or mutilated cards are replaced.[19]

Another big responsibility of the company is to see that the advertiser "receives a well-balanced showing of cards in all positions in the vehicles."[20] As the Operations and Contract Manual of O'Ryan & Batchelder, Inc., states, ". . . we must use common sense in the placement of the cards so that the advertiser will feel that we are giving him good

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[17]Operations and Contract Manual of O'Ryan & Batchelder, Inc., op. cit., pp. 2-3.

[18]E. Vernon Oliver, Tennessee Divisional Manager of O'Ryan & Batchelder, Inc., Memphis, Tennessee, personal interview, May 13, 1958.

[19]Operations and Contract Manual of O'Ryan & Batchelder, Inc., op. cit., p. 3.

[20]National Association of Transportation Advertising, Inc., loc. cit.

service."[21]

The company also offers many merchandising services. Some of these include:

1. Personally contacting distributors, wholesalers and brokers about the account and what the extra push in their market will mean to them.

2. Addressing meetings of salesmen, to tell them the advantages of Transportation Advertising and to demonstrate to them how to get car card reproductions posted in stores.

3. Taking an active interest in the advertiser's program and problems at the local level - market-by-market.

4. Aiding the advertiser's representatives with local distribution outlets.

5. Mailings of handsome jumbo postcards, merchandising letters, distribution of booklets about the account and how many people the advertiser is reaching through his new campaign.[22]

Sizes and Shapes of Advertising Displays

Transportation advertisements are either displayed in the interior or on the exterior of public transit vehicles. The position and number of spaces available for advertising purposes in or on a transit vehicle depends on the size of that vehicle.

Interior Displays

Most of the car cards are located above the windows along the sides

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[21] Operations and Contract Manual of O'Ryan & Batchelder, Inc., loc. cit.

[22] Mutual Transportation Advertising, Inc., (no title), A Sales Manual Prepared by Mutual Transportation Advertising, Inc., 1956, p. 32.

of the vehicle as shown in Figure 15. Other positions include above the door and rear window of the vehicle, on the partition behind the driver's seat, and directly on the windows. Over the years, the following sizes of transportation advertising cards have become standardized inside public transit vehicles.

11" x 14"
Reader's Digest uses this size to feature editorial attractions; National Cranberry Association uses it with equal effectiveness to show appetite-appealing photographs of cranberry juice.

11" x 21"
Often used when the budget indicates a small size card but larger than 11" x 14".

11" x 28"
The standard size, long used by Wrigley in its "tell 'em quick, tell 'em often" campaign. This is the most used length.

11" x 42"
For use when longer copy is employed or domination is indicated. Scripto Pens has used this size to give added display power to its relatively small-size product.

11" x 56"
Lends itself to unusual layouts; is employed because of its startling effect in dominance.

11" x 84"
For smash dominance. Also used for multiple product displays. Libby's multiple product display in this size is an outstanding example of impressive, beautifully produced food advertising.[23]

22" x 21"
End card over rear windows of vehicles.

16" x 44"
Over the door card.[24]

A quarter inch flange covers the cards at the top, and steel springs on

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[23]Ibid., p. 27.

[24]Ibid.

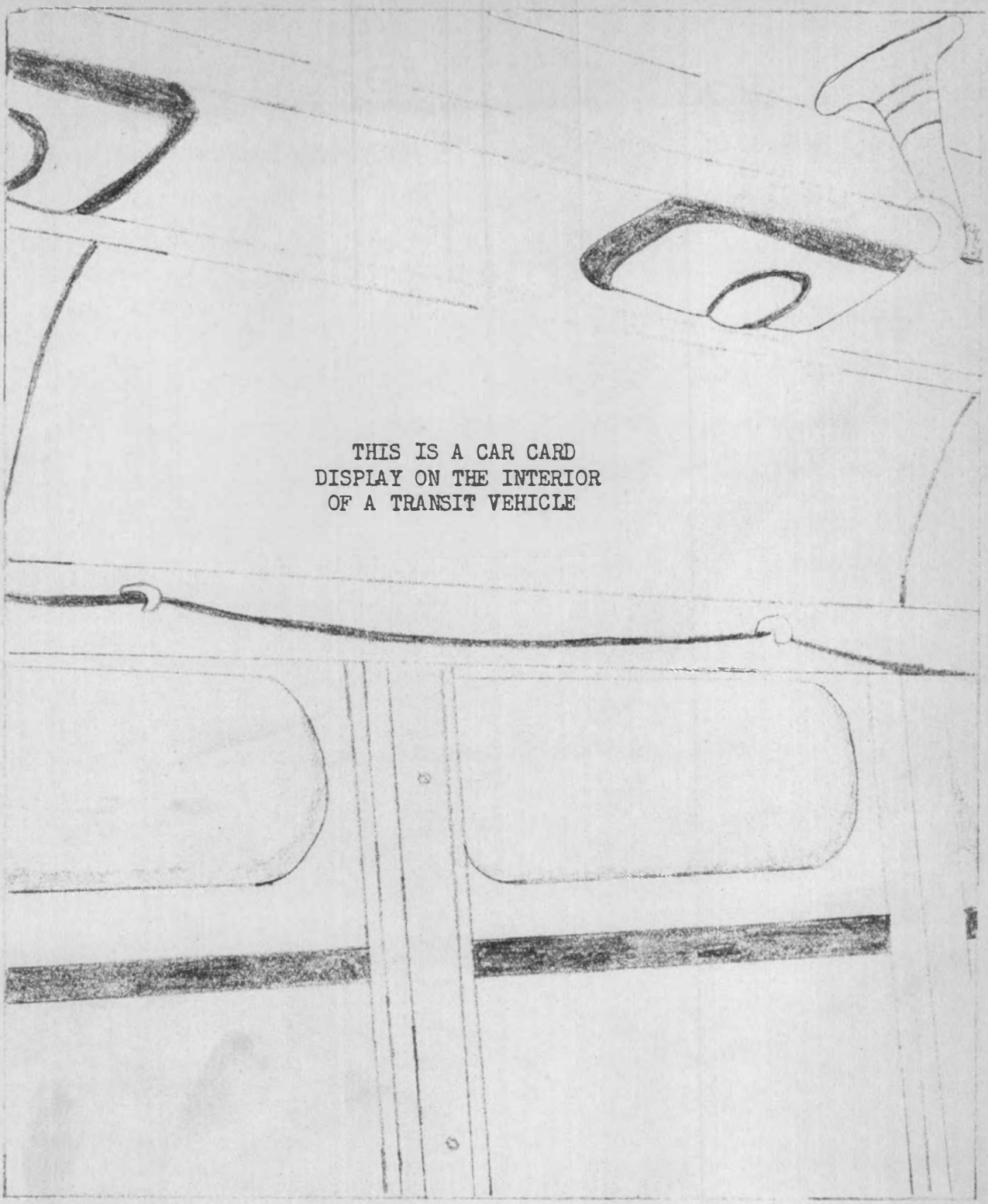


Figure 15. Interior Transit Display.

the sides hold them in place. Bleed cards are produced with color up to one-eighth inch of stock edges.[25]

Exterior Displays

Advertisements on the outside of buses are called traveling displays and are cards, or transit spectaculars that are usually "painted directly on the side of the bus."[26] Traveling displays are carried on both sides (Figure 16), fronts and rears of buses (Figure 17), while spectaculars are usually found on the sides (Figure 16). Both classifications follow:

11" x 42", 60"
Traveling displays on front or rear of buses.

7½" x 60"
Traveling displays on front or rears of buses.

21" x 27", or 36"
Traveling displays of small size for sides of buses.

21" x 44"
Standard size traveling display for sides of buses. Also used on rears. The 21" x 44" cards are used double and placed in a rack to make up a transit spectacular.

21" x 88"
Traveling displays of large size for sides of buses.[27]

King-Size Poster
The largest traveling display is the king-size poster which measures 2½' high x 12' wide. A frame covers 1½ inches on all sides.[28]

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[25]"Transportation," Printers' Ink Advertisers' Guide to Marketing For 1957, 256:300, Section Two, August 24, 1956.

[26]Ibid., p. 302.

[27]Ibid., p. 300.

[28]"Production Specifications, King Size Bus Posters," A Report Prepared by Fielder, Sorensen, and Davis, One page (Mimeographed).

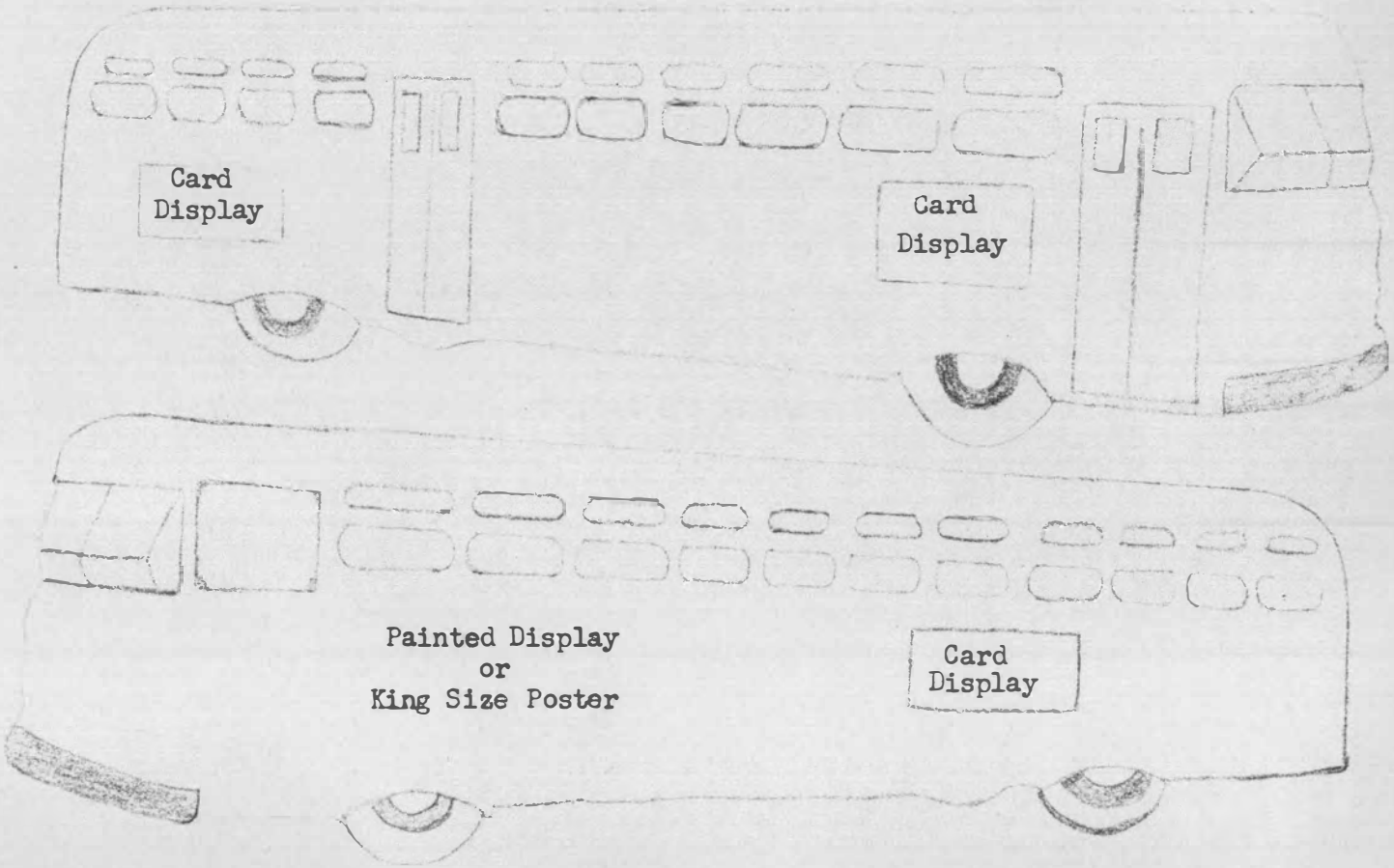


Figure 16. Traveling Displays on Sides of Bus.

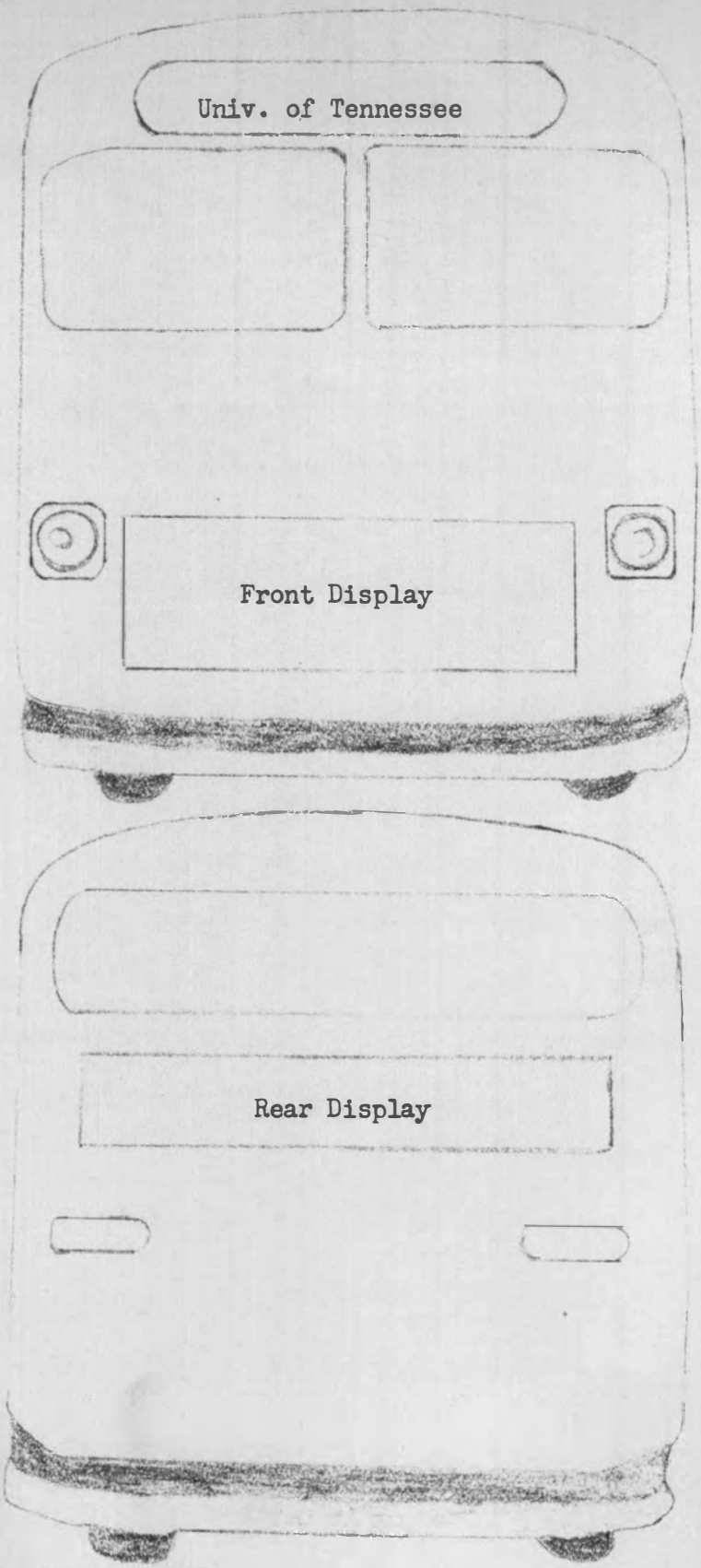


Figure 17. Traveling Displays on Front and Rear of Bus.

Transit Spectacular

This is a large-size traveling display usually painted directly on the side of the bus. The standard size is 4'-4½' x 17'-18'.

Print also appears in the form of two 21" x 44" cards placed in a rack on the side of the bus. Some cities offer a 3 feet high by 18 feet wide painted area; others as large as 4 feet high and 20 feet wide.[29]

Another form of traveling display has been developed and tested successfully in Chicago by the Chicago Car Advertising Company. Its description follows:

> Printed on Mystic Tape, the ad is designed to cover the whole street side (left side, no doors) of the bus. The ad message is 30 or 36 inches high by 12, 16, or 18 feet wide. It comes in a tube with 10 ads to a tube, and it takes four men to apply. The tape costs 12 to 14 cents per square foot and can be produced by the silk screen process. Once it is on, the ad will stand 50 to 100 washings and last at least six months.[30]

The sizes of these outside displays vary from one section of the country to another because of the different bus designs. For example, some local laws require buses to be equipped with an emergency door on the street side which might possibly limit the size of traveling displays or painted spectaculars.[31]

Showings and Rates

General Advertising

Car cards are purchased in each market on the basis of:

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[29]"Transportation," Printers' Ink Advertisers' Guide To Marketing For 1957, op. cit., pp. 301-302.

[30]Ibid., p. 302.

[31]E. Vernon Oliver, Tennessee Divisional Manager of O'Ryan & Batchelder, Inc., Memphis, Tennessee, personal interview, October 18, 1957.

Full service - a card in every vehicle.
Half service - a card in every other vehicle.
Quarter service - a card in every fourth vehicle.

The 11" x 28" card is recognized as the standard space, and one month is the basic standard unit of time for car card advertising. Most transportation rates are based on a twelve month contract, but some rates are based on periods as long as two to five years.[32] Less than one year showings have higher rates. They are: six to eleven months, 10 per cent higher; three to five months, 20 per cent higher; and one to two months, 30 per cent higher. A weekly rate for space is computed by the twelve-month rate plus 40 per cent divided by four. The monthly rate includes the placing of cards in the vehicle, but if the contract calls for a more frequent change of cards than once a month an "extra charge of 5 per cent of the gross monthly billing rate" is made for each change. If an advertiser presently has a twelve month contract for inside or outside displays, he is entitled to buy additional space for one month or longer at the twelve month rate.[33]

Since the 11" x 28" card is considered to be the standard space, other space rates are computed from this base. An example of formulas that one company uses to compute space rates follows:

11" x 14" space rate -- 60% of 11" x 28" space rate
11" x 21" space rate -- 80% of 11" x 28" space rate
11" x 42" space rate -- 150% of 11" x 28" space rate
11" x 56" space rate -- 190% of 11" x 28" space rate
11" x 84" space rate -- 270% of 11" x 28" space rate[34]

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[32]E. Vernon Oliver, Tennessee Divisional Manager of O'Ryan & Batchelder, Inc., Memphis, Tennessee, personal interview, February 3, 1957.

[33]Operations and Contract Manual of O'Ryan & Batchelder, Inc., op. cit., pp. 10; 13-14.

[34]Ibid., p. 10.

The additional charge for take-ones or merchandising hooks (see Definitions) is 20 per cent of the 11" x 28" space rate for "one or two take-one pads or boxes regardless of the size of the card used by the advertiser for his display."[35]

The non-commercial rate of fifty cents on the dollar is allowed for churches, religious organizations and certain charitable organizations. For other charity rates (i.e., space donated on a gratis basis), a rate of 20 cents per car card, and 40 cents per traveling display, is charged to cover installation and removal costs.[36]

Current transportation advertising rates for all displays in the United States can be found in the Transportation Advertising Section of Standard Rate and Data Service, Inc. Advertising rates for local markets are also usually published by the transportation advertising company which has the lease with the transit company for that area (Figure 18).

Traveling Displays

Traveling displays are purchased on the basis of full, half, or quarter service in some cities and at the discretion of the advertiser in other cities. The basic unit of time is usually one month, but such displays are sold on a weekly basis in some areas. Different companies with leases throughout the country base their respective rates according to the trend of national rates, cost of operation, circulation for that area, and other pertinent factors.[37]

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[35]Ibid., pp. 10; 12.

[36]Ibid., pp. 13-14.

[37]E. Vernon Oliver, Tennessee Divisional Manager of O'Ryan & Batchelder, Inc., Memphis, Tennessee, personal interview, February 3, 1957.

TRANSPORTATION ADVERTISING RATE SCHEDULE

KNOXVILLE

Operated by: O'Ryan & Batchelder, Inc., 276 Walnut Street, Memphis, Tenn.
Local Office: Suite #8, Farragut Hotel, Knoxville, Tenn.

Communities served: Knoxville and Fountain City, Tenn.

Cards required for full service 120; half service 65
Ship cards prepaid to O'Ryan & Batchelder, Inc., c/o Clyde Brownsey's office, 1121 E. Magnolia Avenue, Knoxville, Tenn.

Equipment: Buses 88

Commission and Cash Discount
Recognized agencies allowed 15%; no cash discount.

GENERAL ADVERTISING (rates per month)

11"x28" Space	1-2 mos.	3-5 mos.	6-11 mos.	12 mos.
Full Service	$214.50	$189.57	$181.50	$165.00
Half Service	117.95	104.35	99.85	90.75
11"x14" Space	60% of 11"x28" rate			
11"x21" Space	80% " " "			
11"x42" Space	150% " " "			
11"x56" Space	190% " " "			
11"x84" Space	270% " " "			

TRAVELING DISPLAYS (rate per space per month)

	1-2 mos.	3-5 mos.	6-11 mos.	12 mos.
11"x42" Fronts	$5.85	$5.40	$4.95	$ 4.50
21"x44" Sides	6.50	6.00	5.50	5.00
11"x60" Rears	6.50	6.00	5.50	5.00
21"x27" Sides	5.85	5.40	4.95	4.50

SPECTACULARS - - - 50.00

CIRCULATION
Monthly rides (6 months average) 1,150,736

RESTRICTIONS
All advertising subject to approval.

Figure 18. Transportation Advertising Rates of O'Ryan & Batchelder, Inc., Knoxville, Tennessee, in 1957.

King size posters, one form of traveling display, can be purchased for any period of time due to the flexibility of posting. A quoted rate for cities such as Knoxville and Chattanooga would be $30.00 per month plus the cost of paper. This rate would depend on the complexity of production.[38]

Transit Spectaculars

Rates of transit spectaculars are quoted for one painting per bus with the unit of time one year. Normally, one year is the minimum amount of time this space can be bought, and the contract is non-cancellable. The quoted rate includes the cost of production, that is, the painting of the spectacular (Figure 18).[39]

Special Showings

Special showings of the medium are simply a combination of one or more of the transportation advertising displays mentioned above. Nation-wide Bus Advertising, Inc., New York, introduced a feature called Panorama Advertising in 1956. Its description follows:

> Basis of this device is to have one advertiser take the entire ad space in one bus (both inside and out) enabling the advertiser, in effect, to tell a complete company story. As part of the package, the advertiser gets a quarter-run of the 11-by-21 inch cards in the company's other vehicles. One of the first to take advantage of this was the Army, for its recruiting program.[40]

Another new feature recently introduced is the Consumer-Merchandis-

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[38] Ibid.

[39] Ibid.

[40] "Transportation," Printers' Ink Advertisers' Guide To Marketing For 1957, op. cit., p. 302.

ing Bus Program. A description of this program as used by the Tom O'Ryan Advertising Co., Inc., of Atlanta, Georgia, follows:

What the Program Is.....

A. 10 main-line buses have one advertiser's bus cards filling every available inside space, with the exception of "full-run" advertisers. And, all four outside traveling displays also carry that advertiser's copy.

B. These buses are at work daily for a 3-week period covering Atlanta where passenger traffic is heaviest. This period is chosen to fit a special promotion or other timely need.

C. Inside each bus, 6 Merchandising Vendors put "take-one" material within the reach of 130,000 riders!

D. (Optional) For one whole day, 9:00 a.m. to 4:00 p.m., one of the ten consumer buses is taken out of service and the advertiser's sales representatives may call directly with the bus on grocery stores, druggist, or their retail outlets to win store cooperation for their product. It is appropriate to give out free samples of your product. About 25 locations can be visited in one day. (A four piece excellent hill-billy band can be provided at a cost of $125 to advertisers. They play in front of each store.)

What the Advertiser Furnishes.....

Tom O'Ryan Advertising Company provides the space to regular advertisers as a cost-free service. The advertiser provides:

200 - 11x28" Inside Cards or 135 - 11x42" inside car cards
1 - 12x44" Waterproof Cards (10 ply) Traveling Display
2 - 12x60" Waterproof Cards (10 ply) Traveling Display
16 - 21x44" Waterproof Cards (10 ply) Traveling Display
12 - 21x88" Waterproof Cards (14 ply) Traveling Display
10,000 - Take-One Folders with 3/16" diameter hole punched in upper left corner.

Arrangements for consumer buses must be made at least sixty days in advance subject to prior commitments.[41]

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[41]"Consumer-Merchandising Bus Program." A Report Prepared by Tom O'Ryan Advertising Co., Inc., of Atlanta, Georgia. One page (Mimeographed).

In many instances, these special showings are experimented with in the various markets and while some are dropped, others have proved successful. These new ideas in the display of advertisements are clearly indicative of the interest and progress of the transportation advertising industry.

Production of Advertising Displays

General Advertising

Copy and layout techniques. Car card copy is usually limited to twenty-five words or less. However, some readership studies have shown that up to fifty words of copy can be effectively used. Such long copy necessitates "attention getting illustrations" and the avoidance of a crowded appearance on the card. Car cards also have proven more effective with headlines than without them.[42]

The basic elements of car card design include the illustration, message, package, and product name. The better designed car cards have the fewest elements and are the easiest to read. Because of the curvature of car cards (most car card racks conform to the curved surface of the roof of the vehicle), many layout artists concur "that the focal point of a car card is in the lower two-thirds of a card" and therefore place the main headlines at the bottom of the cards. White space of about one inch is left around all the edges of the card to give room for a one-quarter

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[42]Philip J. Everest, Copy, Design, and Production for Transportation Advertising (New York: National Association of Transportation Advertising, Inc., 1950), pp. 8-9.

inch surrounding frame and to provide better readability. Because the edge of the card is covered and not visible, a bleed effect can be gotten by running the background colors within one-eighth inch of stock edges. There are no color limitations in designing car cards. Active colors (red, yellow, blue and green) and receding colors (black, light shades of blues, green and brown) are both used, mainly depending on the type of layout chosen for the card. Type is chosen on the basis of "maximum legibility"; bold type is used for headlines, and lower case type is usually at least 24- or 30-point. Handlettering and photographic lettering (special process) are alternate possibilities.[43]

Methods of reproduction. Car cards can be produced by four printing methods. They are the silk-screen process, lithography, letterpress, and photogelatin. These methods and their uses are described below:

> Silk-screen Process
> The upper-hinged part of the silk-screen frame (similar to a window screen frame) has a tightly stretched piece of silk tacked across the underside. The stencil design is on the silk, blocking out certain portions for printing. Now the frame is closed and paint is applied evenly to the silk screen by a squeegee which is pushed by hand from side to side. Paint goes through the stencil openings in the silk screen, and on the paper positioned on the lower part of the frame. Here the frame is opened to show the design printed on the paper. A new piece of paper will be put in its place for the next impression.[44]

Car cards that are to be used locally are frequently printed by this method in small quantities. It is almost always the best and cheapest

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[43]Ibid., pp. 9-10.

[44]Daniel Melcher and Nancy Larrick, Printing and Promotion Handbook (2nd ed., New York: McGraw-Hill Book Company, Inc., 1956), p. 298.

way of making from 25 to 1,000 car cards.[45] Large cities usually have several firms that use this method in their production. These firms can also give designing and lettering service as well as printing the cards. Some plants now have screen process presses that make practical the printing of 10,000 cards.[46]

> Photo-offset Lithography
> To make an offset plate, the printer sets up his "copy" in front of a big camera and photographs it on film. He reduces or enlarges it so that the film will be of the exact size the final result is to be. He may photograph the type 'same size', and an illustration in reduced size. If so, he must then take these two separate negatives and "strip them together in the proper position. He will charge extra for each strip-in. The film can now be retouched to remove paste marks and other imperfections, although smudgy type can never be fixed by retouching. The film is then placed over a sensitized metal plate, and both are exposed to strong light. The image is transferred to the plate by photo-chemical action. The end result is a plate that is receptive only to water where it is supposed not to print. The word "offset" comes from the fact that the inked surface does not print directly on the paper - instead it prints on a rubber-covered cylinder, and from the image is offset onto the paper. The rubber blanket presses the ink into the paper; hence it is possible to print halftones on rough-surfaced papers.[47]

National advertisers that need large quantities of car cards favor this method of printing because of its superb quality, economy, and speed. It is most economical in runs from 1,000 to 500,000 or more.[48]

> Letterpress
> Letterpress printing is done on the relief principle whereby raised surfaces are inked and then pressed against the paper. There are two steps in letterpress printing: (1) setting the type and/or making the cuts for illustrations and (2)

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[45] Ibid., pp. 297; 316.

[46] Everest, op. cit., p. 15.

[47] Melcher, op. cit., p. 203.

[48] Everest, op. cit., p. 17.

printing from them.[49]

This method was most often used before the development of the screen process and lithography. Now, although it can compete price-wise with the newer methods, it is not used too often since it requires unorthodox type and engraving cuts for illustrations.[50]

> Photogelatin
> Photogelatin printing begins with a photographic negative made from the original copy. Then a special bichromated gelatin-coated plate is exposed to light through this negative. The bichromate hardens in proportion to the amount of light received. When moistened, the unhardened portions get wetter than the hardened portions. When inked, the wetter portions accept less ink.[51]

There are about a dozen firms in the United States today that use large modified rotary lithographic presses to do the photogelatin type of printing.[52] This method is most "useful on quality color reproductions of medium runs up to about 5,000 impressions." As many as 1300 impressions per hour can be made on a maximum printing area of 43" x 62".[53]

Car cards are printed on white stock that is specially manufactured. The best of car card stock is "clay coated with a smooth even finish and will not shrink or stretch with atmospheric changes." Car card stocks vary with car card sizes (Table X). It should be noted that car cards that are to be used as point of purchase displays are sometimes printed on 60 pound paper and then mounted on 30 point stock. Some car cards are

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[49]Melcher, op. cit., p. 152.

[50]Everest, op. cit., pp. 15-16.

[51]Melcher, op. cit., p. 228.

[52]Ibid., p. 227.

[53]Everest, op. cit., p. 20.

TABLE X

CAR CARD SIZES AND STOCKS[a]

Car-Card Sizes	Ply	Recommended Stock Sizes	Run of Grain	Gang Up Possibilities
11" x 14"	4 or 5	22" x 28"	Horizontal	4 up
11" x 21"	4 or 5	22" x 28"	Horizontal	2 up
	4 or 5	23" x 43"	Horizontal	4 up
	4 or 5	34" x 43"	Horizontal	6 up
11" x 28"	4 or 5	22" x 28"	Horizontal	2 up
	4 or 5	33⅓" x 28"	Vertical	3 up
	4 or 5	34" x 57"	Horizontal	6 up
11" x 42"	4 or 5	23" x 43"	Horizontal	2 up
22" x 21"	5	34" x 50"	Horizontal	6 up
(End-card)	5	45" x 64"	Horizontal	
16" x 44"	5 or 6	34" x 50"	Horizontal	2 up
(Over-door)				

[a]Source: Philip J. Everest, Copy, Design, and Production for Transportation Advertising (New York: National Association of Transportation Advertising, Inc., 1950), p. 21.

printed on both sides to facilitate change of copy, but this has its disadvantages.[54]

Costs of reproduction. Naturally, production costs of the various sizes of car cards differ in cities and towns where the medium is available. In the larger cities where printing firms are numerous, rate-quoting is very competitive.[55] The sales manual of a transportation advertising company states: "In large quantities, the total cost of an 11" x 28" card in a simple color scheme runs around $0.10 per card; the cost of a full-color top-quality card is under $0.25."[56] It would be difficult to figure an accurate median for the production costs of car cards in this country, but since part of this study pertains to the city of Knoxville, Tennessee, production rates are presented in tabular form for this city (Table XI). Of course, if a printer creates the copy and layout techniques, he charges extra.[57]

Traveling Displays

Copy and layout techniques, methods and costs of reproduction. The copy and design of traveling displays is somewhat different from that of car cards. Copy is shorter and in bold block letters at least two inches high or more. Colors that contrast with those on the body of the vehicles are most often used. Traveling displays are usually produced on

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[54] Ibid., p. 21.

[55] John Brichetto, Manager of Screen Arts Studio, Knoxville, Tennessee, personal interview, October 18, 1957.

[56] Mutual Transportation Advertising, Inc., op. cit., p. 25.

[57] Melcher, op. cit., p. 299.

TABLE XI

PRICE LIST FOR REPRODUCING INTERIOR 11" x 28" BUS ADVERTISING DISPLAYS SCREEN ARTS STUDIO IN KNOXVILLE, TENNESSEE, OCTOBER, 1957[a]

Quantity of Posters Reproduced	Number of Colors Used and Prices				
	One Color	Two Colors	Three Colors	Four Colors	Five Colors
50	$ 30.00	$ 42.00	$ 53.00	$ 65.00	$ 90.00
100	56.00	68.00	81.00	98.00	118.00
200	77.00	98.00	120.00	140.00	167.00
300	92.00	123.00	145.00	167.00	192.00
400	136.00	165.00	189.00	210.00	230.00
500	186.00	212.00	235.00	259.00	280.00
750	226.00	250.00	275.00	317.00	350.00

[a]Source: Sales Manual, Knoxville, Tennessee: Screen Arts Studio, p. 5.

ten- to fourteen-ply card stock when copy is to be changed frequently;[58] otherwise they are produced on sheet aluminum or other sheet metal of .025 to .05 inch thickness.[59] Clear varnish is used to weatherproof the cards after they are printed. Daylight fluorescent inks are used to attract attention; and these inks last as long as thirty days. The methods of silk-screen and lithography as previously described are most often used in printing traveling displays.[60] Costs of producing these displays are quoted for the city of Knoxville, Tennessee, in Table XII.

Since the King Size Poster is a recent form of transportation advertising, production specifications are tentative and subject to change. The following current data are available:

1. Production Methods: Posters can be produced in one, two or three sections by silk-screen, letterpress or lithography.

2. Size - Margins - Overlap: All-over size is 2-1/2' high x 12' wide. Frame covers 1 1/2 inches all sides. Copy should be at least 2 inches from top, bottom and ends. When 2 or 3 sheets are used allow minimum of 1" overlap and clearly mark exact posting line. Posting is done from right to left ( ) so plan overlaps accordingly.

3. Silk Screen on Masonite: Copy can be silk screened directly on the masonite panel. This has been a most practical method, especially when design is to be used more than 30 days. Masonite panels are furnished free when the same poster is displayed for three or more consecutive months. For one month the rental cost of each masonite panel is $4.60; for 2 months $2.30.

4. Paper: Posters are mounted on masonite panel by a bill poster using the same wet paste method used for 24-sheets

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[58]Everest, op. cit., p. 26.

[59]Mutual Transportation Advertising Inc., op. cit., p. 25.

[60]Everest, loc. cit.

TABLE XII

PRICE LIST FOR REPRODUCING EXTERIOR BUS ADVERTISING DISPLAYS
SCREEN ARTS STUDIO IN KNOXVILLE, TENNESSEE
OCTOBER, 1957[a]

Size of Display	Quantity Reproduced				
	15	25	35	50	100
Side 21" x 21"	--	$ 50.00	--	$ 75.00	$100.00
Side 21" x 24"	$52.50	62.50	$70.50	95.00	130.00
Front 11" x 42"	Same as 21" x 24"				
Rear 11" x 60"	56.25	68.75	84.00	97.50	150.00
Rear 11" x 60" 3-D Motion Night-Glo Spectacular	81.00	125.00	162.75	172.50	300.00
Side 24" x 88" Painted Spectacular	One Painting @ $50				

[a]Source: Sales Manual, Knoxville, Tennessee: Screen Arts Studio, p. 6.

and station posters. Paper must be sturdy enough to withstand rains and regular washing of vehicles. Prefer 100 lb. stock although 70 lb. opaque white outdoor poster stock has been satisfactory. NEW PAPER REQUIRED EVERY 30 DAYS.

5. Posters Required: Send 20% extra posters to keep display in top shape and to allow for equipment temporarily out of service. New paper must be sent for each month even when same design is repeated.[61]

The thickness of the masonite board is one-eighth inch, and it is finished on both sides. Woodall Industries of San Francisco quoted 5' x 12' masonite boards as 500 for $5.87 each. The frame that surrounds the card on all sides was quoted as 300 for $5.22 by the Yarder Manufacturing Company of Toledo, Ohio. The possibility of using an aluminum frame to give a better appearance is now being considered.[62] Production rates for the King Size Poster are shown for Berkley and San Francisco, California, and for Atlanta, Georgia (Tables XIII and XIV).

Transit Spectaculars

Copy and layout techniques, methods and costs of reproduction. The cost of production of the painted spectacular is included in the rate the advertiser pays for a year's contract. The production involves three stages. First, the surface of the metal side of the bus must be prepared and base coats applied. This cost runs from $15.00 to $25.00. The painting of the advertisement costs from $50.00 to $90.00.[63] The illus-

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[61]"Production Specifications, King Size Bus Posters," loc. cit.

[62]"King Size Posters," A Bulletin to All Mutual Members Prepared by Mutual Transportation Advertising, Inc., May 14, 1957, p. 1.

[63]E. Vernon Oliver, Tennessee Divisional Manager of O'Ryan & Batchelder, Inc., Memphis, Tennessee, personal interview, October 16, 1957.

TABLE XIII

PRICE LIST FOR REPRODUCING KING SIZE POSTERS
BAY DISPLAYS, SAN FRANCISCO, CALIFORNIA
JUNE, 1956[a]

Quantity of Posters Reproduced	Number of Colors Used and Prices[b]					
	Two Colors	Three Colors	Four Colors	Five Colors	Six Colors	Seven Colors
10	$ 56.00	$ 81.00	$107.00	$128.00	$157.00	$179.00
20	74.00	108.00	136.00	159.00	187.00	198.00
30	96.00	129.00	171.00	209.00	244.00	283.00
60	156.00	203.00	253.00	303.00	352.00	403.00
90	163.00	214.00	269.00	323.00	377.00	431.00
120	169.00	219.00	299.00	349.00	399.00	441.00
240	313.00	373.00	470.00	549.00	628.00	707.00
360	418.00	517.00	617.00	717.00	818.00	916.00
480	535.00	670.00	799.00	929.00	1059.00	1188.00

[a]Source: "Price List For King Size Posters," San Francisco, California: Bay Displays, June 28, 1956, One page (Mimeographed).

[b]Prices are based on running on 3 sheets on 70 lb. paper. Add 15 per cent to above prices if 100 lb. paper is used.

TABLE XIV

PRICE LIST FOR REPRODUCING KING SIZE POSTERS
AD-ARTS, INC., ATLANTA, GEORGIA
JANUARY, 1957[a]

Quantity of Posters Reproduced	Number of Colors Used and Prices[b]					
	Two Colors	Three Colors	Four Colors	Five Colors	Six Colors	Seven Colors
10	$1.80	$2.10	$3.25	$3.70	$4.15	$4.55
20	1.65	1.95	2.25	2.80	3.30	3.72
30	1.50	1.80	2.10	2.49	2.84	3.16
60	1.30	1.60	2.00	2.30	2.55	2.75
110	1.10	1.20	1.32	1.45	1.60	1.74
200	.87	1.00	1.20	1.35	1.40	1.48

[a]Source: "Price List For King Size Posters," Atlanta, Georgia: 1957, Ad-Arts, Inc., One page (Mimeographed).

[b]Prices are based on using 60 lb. Vac-Cup-Pac poster paper especially for pasting purposes. Day-Glo is 65 cents per poster extra on each color if reasonable coverage. Add $20 per sketch to the above cost to include art work.

trations are usually done by hand, "although decals have been used successfully where multiple units are painted with the same design."[64] Unless the same painted spectacular is kept on a renewal of contract at the end of one year, the bus must be repainted as it was originally. This costs anywhere from $20.00 to $30.00.[65]

Unusual Applications

Some of the unusual applications of the production, copy, and layout techniques of the medium in art and in form are briefly outlined below:

1. Foil in a variety of colors for sparkling letters, handsome embossing, holiday themes, the expensive look, novelty layouts, attention-getting copy.

2. Three Dimensional Displays in plastic or cardboard for true-to-life package identification, outstanding dramatization.

3. Motion Displays of plastic, metal or cardboard, such as moving eyes, dancing objects, for humorous or novelty approach, or as demonstration of use of product.

4. Fluorescent Color available in all shades for vivid display, attention-getting copy.

5. Vendors, Take-Ones, Mail Order: Easy-to-reach Vendor tabs on hooks, Take-Ones on the lower corner of each card, Take-One Mail Order which brings the first step in buying right into the bus, puts audience and actual purchase into close proximity, stimulates an active attitude on the part of potential buyers, helps check on reaction to the ad, starts enquiries which lead to sales, and stimulates the power of special offers.

6. Projection Cards: Seven-inch-wide projection cards are available at regular rates: 6 for the rate of one 42" card, providing the opportunity to dominate the entire

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[64] Mutual Transportation Advertising, Inc., op. cit., p. 29.

[65] E. Vernon Oliver, Tennessee Divisional Manager of O'Ryan & Batchelder, Inc., Memphis, Tennessee, personal interview, October 16, 1957.

bus with 6 displays to a bus---but at the cost of only a single 42" card! Ideal for package displays, special offer announcements, and to saturate the market with new product announcements where high impact is necessary in order to break into the market successfully.

7. Three Dimensional Traveling Displays such as giant bottle caps on the outside of buses provide special impact where there's highest ad circulation.[66]

Research Studies Completed on Transportation Advertising

There were few major research studies conducted in the field of transportation advertising before the organising of the NATA in 1942. Furthermore, the research that was done is not important enough to warrant consideration, mainly because of its obsolescence. Therefore, only current and major research studies are summarized below.

In 1944 the NATA, realising the need for more thorough research on their medium of transportation advertising, presented the problem to the Advertising Research Foundation which was under the direction of the American Association of Advertising Agencies and the association of National Advertising, Inc. The Advertising Research Foundation made preliminary studies to determine:

(a) Coverage - the size of the transportation advertising audience in a given city, with breakdowns by sex, age, rental group, housewife and nonhousewife and length of ride.

(b) Frequency - how often people ride.

(c) Readership - the actual number of different individuals proved to have seen a specific advertisement one or

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[66]Mutual Transportation Advertising, Inc., op. cit., p. 26.

> more times during a 30-day display period so that the audience could be projected in its exact ratio to the total adult population.[67]

The Continuing Study of Transportation Advertising

Since these preliminary studies were successful, the first complete study was conducted in the fall of 1944 under the title, "The Continuing Study of Transportation Advertising."

The objectives of each survey in the complete study were:

1. To determine the general characteristics of the transportation advertising audience and its riding habits in the transit vehicles.

2. To determine the number of persons, 15 years of age and older, who saw and retained a measurable impression of specific advertisements displayed for a thirty day period in the market.[68]

In October, 1944, Newark, New Jersey, was the first city to be surveyed. This first research study and the ones that followed employed a combination of techniques to assure the collection of accurate data. These techniques permitted the studies to be compared and the samples to be projected.[69] First, the Alfred Politz sampling technique was used "to randomize the always unknown factor of economic levels with the many undefined variables that may affect advertisement reading."[70] The inter-

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[67]Raymond H. Ganly, "Car Card Readership Findings Summarized," Printers' Ink, 223:37, April 9, 1948.

[68]The Advertising Research Foundation, The Continuing Study of Transportation Advertising--13-Study Summary. A Report Prepared by The Advertising Research Foundation in Cooperation with the National Association of Transportation Advertising, Inc., 1950, p. 6. Copyright 1950 by the Advertising Research Foundation, Inc., reprinted by special permission.

[69]B. B. Geyer, "What Makes A Good Car Card," Printers' Ink, 231:41, May 19, 1950.

[70]D. B. Lucas, "Circulation and Readership Measurement Takes New Turn," Printers' Ink, 211:116, May 4, 1945.

viewer had no choice as to the respondent; instead, rules determined it.[71] Second, a controlled recognition method, developed by D. B. Lucas, Technical Director of Advertising Research Foundation, was used when testing car card readership to avoid "assumption of an artificial factor for incorrect identification."[72]

Two separate interviews were conducted to determine the actual audience. The respondents were interviewed before the car cards were posted to determine the incorrect identification factor. The car cards were then placed in transit vehicles for a thirty day run. Afterwards, they were removed and a second complete and separate survey was made.[73]

The separate studies covered thirteen cities and were completed in October, 1948,[74] and cost the NATA more than $200,000.[75]

Philip J. Everest, managing director of NATA at the time, termed the report "a valuable guidebook that eliminates any confusions regarding the car card medium that may have existed in advertisers' minds."[76] Findings of the complete study are summarized in Tables XV and XVI.

The Camera Count Technique

In 1955 the NATA introduced its Camera Count technique to measure

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[71] Ibid.

[72] Ganly, loc. cit.

[73] Ibid., p. 38.

[74] Gordon E. Hyde, "What 13 Studies Show About Transportation Advertising," Advertising Agency and Advertising and Selling, 43:72, June, 1950.

[75] Geyer, op. cit., p. 41.

[76] Ibid., p. 38.

TABLE IV

THE CONTINUING STUDY OF TRANSPORTATION ADVERTISING
SUMMARY OF TRENDED STUDIES: TRANSPORTATION HABITS
1944-1948*

	No. 1 Newark, N. J. October, 1944	No. 2 New Haven, Conn. November, 1944	No. 3 Detroit, Mich. March, 1945	No. 4 Cleveland, Ohio April, 1945	No. 5 Milwaukee, Wis. October, 1945	No. 6 St. Louis, Mo. December, 1945	No. 7 Chicago, Ill. May, 1946	No. 8 San. Fran.-Oakland October, 1946	No. 9 New Orleans, La. January, 1947	No. 10 Buffalo, N. Y. March, 1947	No. 11 Boston, Mass. October, 1947	No. 12 Providence, R. I. April, 1948	No. 13 Johnstown Pa. October, 1948	Ave.
PATRONAGE:														
Basic population (15 years and older)	440,000	170,000	1,260,000	860,000	535,000	733,000	2,930,000	1,150,000	370,000	635,000	1,110,000	460,000	80,000	
Per cent riders	78	80	86	77	86	86	79	76	89	69	84	69	72	79
Sex: % men riding	72	73	83	69	80	80	77	71	86	64	81	63	69	74
% women riding	82	86	89	84	91	92	82	81	91	74	86	74	76	84
Age: % 15-29 riding	88	89	93	86	93	93	85	77	93	81	91	75	75	
% 30-44 riding	77	78	85	76	83	87	82	76	87	67	83	68	74	
% 45 and over riding	70	74	81	71	82	79	73	74	86	60	79	63	67	
Rent: % upper quarter riding	74	83	86	79	85	82	76	71	90	63	78	67	71	
% second quarter riding	80	84	85	76	86	85	82	75	90	66	83	66	71	
% third quarter riding	78	80	90	75	85	87	80	81	92	73	88	70	73	
% lower quarter riding	73	76	84	80	87	89	82	75	83	74	86	71	73	
RIDING HABITS:														
Sitting or standing: Total riders:														
% sitting most of time	38	63	35	46	57	60	46	49	63	55	55	60	60	
% standing most of time	41	18	44	31	19	25	29	29	22	18	25	19	17	
% about even	21	19	21	23	24	15	25	22	15	27	20	21	23	
Riders making 5 or more round trips a week:														
% sitting most of time	29	53	31	38	46	50	35	36	55	44	48	45	47	
% standing most of time	49	23	47	35	25	31	37	40	27	22	29	26	25	
% about even	22	24	22	27	29	19	28	24	18	34	23	29	28	
Riders making 2 to 4 round trips a week:														
% sitting most of time	44	65	35	53	66	66	51	55	67	59	60	66	59	
% standing most of time	35	18	46	26	13	20	25	26	21	16	22	16	13	
% about even	21	17	19	21	21	14	24	19	12	25	18	18	28	
Riders making 1 round trip a week or less:														
% sitting most of time	52	76	45	59	74	76	64	61	73	65	62	72	76	
% standing most of time	31	10	35	25	13	15	17	18	14	15	20	15	11	
% about even	17	14	20	16	13	9	19	21	13	20	18	13	13	
RIDING HABITS														
Length of ride-time:														
Average number of minutes	21	18	29	29	26	29	32	28	23	25	27	21	20	25
% riding less than 15 minutes	26	36	16	17	18	14	13	17	18	21	19	30	34	
% riding 15-30 minutes	50	47	35	36	44	34	31	40	54	40	35	46	42	
% riding 30 minutes and over	24	17	49	47	38	52	56	43	28	39	46	24	24	
Frequency of riding: basic population:														
% making 5 round trips a week and over	39	34	40	39	46	44	39	32	40	27	44	27	28	
% making 2-4 round trips a week	22	26	26	23	23	21	23	23	27	21	18	21	22	
% making 1 round trip a week or less	17	20	20	15	16	21	17	21	22	21	22	21	22	
% non-riders	22	20	14	23	15	14	21	24	11	31	16	31	28	
Frequency of riding: Sex:														
5 round trips a week and over														
% men	45	36	49	46	54	50	52	43	50	32	54	29	40	
% women	34	33	34	34	39	40	28	21	30	22	34	24	15	
2-4 round trips a week														
% men	15	21	18	14	15	14	14	15	21	16	13	16	15	
% women	27	30	33	30	31	26	31	31	33	27	23	25	30	
1 round trip a week or less														
% men	12	16	16	9	11	16	11	13	14	17	15	18	14	
% women	21	23	23	20	21	26	23	29	29	24	29	25	31	
Frequency of riding: Age:														
5 round trips a week and over														
% 15-29	49	46	54	49	56	55	48	40	49	40	53	36	33	
% 30-44	37	30	36	36	40	41	41	31	36	24	42	22	28	
% 45 and over	34	28	33	35	43	35	32	27	33	18	37	21	20	
2-4 round trips a week														
% 15-29	23	25	23	24	23	21	23	19	26	23	17	21	21	
% 30-44	22	28	25	24	24	22	24	25	26	20	18	21	25	
% 45 and over	20	25	29	20	22	20	32	24	31	22	20	21	21	
1 round trip a week or less														
% 15-29	16	18	17	13	14	17	14	18	18	18	21	19	21	
% 30-44	18	20	24	16	19	24	16	21	25	23	23	24	21	
% 45 and over	16	21	19	16	16	24	19	23	22	21	22	21	26	
RIDING HABITS														
Frequency of riding: Rent:														
5 round trips a week or over														
% upper quarter	26	35	39	33	37	34	35	26	41	21	30	21	24	
% second quarter	40	33	39	43	46	44	42	33	43	27	39	26	26	
% third quarter	41	37	40	39	50	46	39	36	39	30	54	33	28	
% lower quarter	36	31	44	43	53	48	44	32	36	30	51	24	28	
2-4 round trips a week														
% upper quarter	28	23	23	25	25	23	23	24	27	23	20	23	27	
% second quarter	22	27	29	19	25	16	23	22	29	19	21	21	26	
% third quarter	21	25	30	19	20	22	23	23	26	19	16	18	21	
% lower quarter	22	27	21	27	22	21	24	25	26	25	17	24	18	
1 round trip a week or less														
% upper quarter	19	25	24	21	23	25	19	22	22	19	28	23	20	
% second quarter	18	24	17	14	15	25	17	20	18	21	24	20	19	
% third quarter	16	18	20	17	14	19	18	22	27	24	18	19	24	
% lower quarter	15	17	19	10	12	20	14	18	21	20	19	23	27	
Number of changes of vehicles:														
% of riders staying in 1 vehicle	77	62	55	47	32	46	47	62	50	60	32	73	78	
% of riders making 1 change	19	36	33	37	37	34	32	30	35	31	31	19	19	
% of riders making 2 changes	4	2	10	13	22	16	17	7	12	7	27	7	3	
% of riders making 3 changes	0	0	2	3	8	4	4	1	3	2	10	1	0	
% of riders making 4 changes or more	0	0	0	0	1	0	0	0	0	0	0	0	0	

TABLE XV (Continued)

SUMMARY OF THIRTEEN STUDIES: AUDIENCES OF ADVERTISEMENTS
11" x 28" CARDS; HALF SERVICE—ONE MONTH
1944-1948[a]

	No. 1 Newark, N. J. October, 1944	No. 2 New Haven, Conn. November. 1944	No. 3 Detroit, Mich. March, 1945	No. 4 Cleveland, Ohio April, 1945	No. 5 Milwaukee, Wis. October, 1945	No. 6 St. Louis, Mo. December, 1945	No. 7 Chicago, Ill. May, 1946	No. 8 San. Fran.- Oakland October, 1946	No. 9 New Orleans La. January, 1947	No. 10 Buffalo, N. Y. March, 1947	No. 11 Boston, Mass. October, 1947	No. 12 Providence, R. I. April, 1948	No. 13 Johnstown Pa. October, 1948	Avg.
Basic population	440,000	170,000	1,260,000	860,000	535,000	733,000	2,930,000	1,150,000	370,000	635,000	1,110,000	460,000	80,000	
Audience as % of population:														
Highest card	28	24	33	34	27	29	28	20	24	28	40	29	45	30
Average	20	16	26	23	20	21	16	15	15	17	29	16	26	20
Audience as % of riders:														
Highest card	36	30	38	44	31	34	36	26	27	40	48	43	62	38
Average	26	20	30	29	23	25	20	20	17	25	34	23	36	25
Average audience by age groups:														
% of population 15-29	37	29	42	36	30	35	29	24	23	32	39	28	38	32
% of population 30-44	26	17	25	26	19	21	21	26	18	22	33	20	35	24
% of population 45 and over	16	12	23	25	21	15	10	13	10	22	32	19	31	20
Average audience by economic groups:														
% of upper quarter	8	15	41	34	22	19	22	22	13	27	26	16	28	23
% of second quarter	30	26	21	29	25	26	21	21	18	28	24	26	30	25
% of third quarter	27	21	29	35	23	29	17	20	18	28	40	25	42	27
% of lower quarter	18	12	25	19	21	24	19	14	20	22	47	24	37	23
Average audience by frequency of riding:														
% of those making 5 R/T a week or over	33	27	42	39	29	34	28	24	22	41	52	32	42	34
% of those making 2-4 R/T a week	20	18	24	23	17	21	20	18	15	21	22	20	35	21
% of those making 1 R/T a week														
% of those making 1 R/T a week or less but at least 1 R/T a month	17	10	17	9	17	10	6	14	10	11	14	15	30	14
Average audience by sex:														
% of men	19	[b]	27	21	23	20	18	16	-	22	29	-	24	21
% of women	21	-	25	25	18	22	14	15	-	13	28	-	28	20

[a]Source: Jesse Benton Lackey, Jr., Transportation Advertising 1940-1948 (Andover: The Andover Press, Ltd., 1950), pp. 66-71, quoting The Continuing Study of Transportation Advertising--13 Study Summary.

[b]Figures not available.

TABLE XVI

THE CONTINUING STUDY OF TRANSPORTATION ADVERTISING
FIFTEEN HIGHEST-SCORING CAR CARDS WITH RIDERS
STUDIES 1-13[a]

Number of Study	Car Card Advertiser and Advertisement	Per Cent of Audience		
		Claimed Seen Before Display[b]	Claimed Seen After 30-Day Display[c]	Audience[d]
13	THE TONI CO. Home Permanent	40	77	62
11	LEVER BROTHERS CO. Lifebuoy Soap	21	59	48
4	FRANKFORT DISTILLERS CORP. Paul Jones Whiskey	16	53	44
12	THE TONI CO. Home Permanent	26	58	43
11	THE D. L. CLARK CO. Candy	21	55	42
4	MILES LABORATORIES, INC. Alka Seltzer	46	68	41
13	HESSELBEIN'S STUDIO Portrait Photography	17	51	41
13	PENN FURNITURE CO. Kroehler Furniture	27	56	40
10	M & M LTD. Candy	2	41	40
4	CHARLES MARCHAND CO. Hair Rinse	26	54	38
3	O.W.I. - O.P.A. Rent Control	7	42	38
13	WILDROOT CO., INC. Hair Tonic	22	52	38
13	GLOSSER BROS. Women's Coats	32	58	38
3	FRANKFORT DISTILLERS CORP. Paul Jones Whiskey	20	49	37
11	CARSTAIRS BROS. DISTILLING CO., INC. Whiskey	15	46	37

[a]Source: The Advertising Research Foundation, The Continuing Study of Transportation Advertising--13 Study Summary, A Report Prepared by The Advertising Research Foundation in Cooperation with the National Association of Transportation Advertising, 1950, p. 6 of a six-page insertion. Copyright 1950 by the Advertising Research Foundation, Inc., reprinted by special permission.

[b]Respondents were interviewed before the car cards were even posted to find out the incorrect identification factor.

[c]Respondents who saw the card during the 30-day display period.

[d]Based on incorrect identification factor. The transportation advertising audience is expressed as a per cent of the total riders 15 years of age and older. The audience of a specific card may be defined as the per cent of total riders who saw the card during the 30-day display period and remembered having seen it when interviewed the next month.

the audience for traveling displays. The technique involved the use of a manually operated motion picture camera "equipped to take individual 35-mm. on continuous rolls of film."[77] It works like this:

> Bus routes are first classified into three types, then ranked mathematically by total yearly passengers carried. Routes are selected from the ranking, and cameras are mounted in regularly scheduled buses on these routes. The recording lens is locked at right angle to the length of the bus and within a few inches of normal positioning of the traveling display. All persons and objects within camera range - pedestrians, passing cars, trucks and buses - are snapped as the bus goes along. When processed, photos are projected individually on a screen where a tabulator records number of people and vehicles in each photo. This device provides highly accurate tabulation since both motion of the bus and the audience is stopped on film.[78]

This technique reported that "during a ten hour span between 8:00 a.m. and 6:00 p.m., an average of 15,960 potential advertising exposures are delivered by one traveling display."[79]

Survey in Nine Western Cities

In 1955 a nine city survey was made of the public transportation advertising audience. The studies were conducted simultaneously in these nine western cities: Los Angeles, San Diego, San Francisco, Oakland, Portland, Seattle, Spokane, Salt Lake City and Phoenix. The study collected quantitative and qualitative data concerning the total circulation (i.e., advertising audience) of these nine cities.[80]

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[77]"Transportation," Printers' Ink Advertisers' Guide to Marketing For 1957, op. cit., p. 301.

[78]Ibid.

[79]Ibid.

[80]W. F. Fielder and T. L. Kizer, "New 9-City Study Will Help Advertisers Select Advertising Media," Successful Business, 6:2, November, 1955.

The objectives of the study were to find out who the riders were, how often they rode, and how long they rode. Facts Consolidated, a research firm, used a new sampling technique called the "family cluster." Various members of the selected families were asked questions concerning their transit habits (Table XVII).[81]

Twenty-two City Survey

The latest NATA research project was made in April, 1956, and gave findings and reports of a twenty-two city survey conducted by fifteen member companies of the National Association of Transportation Advertising, Inc. The participating companies as listed in the published report of the twenty-two city survey were:

Name of Company	Home Office
1. American Transit Advertising Co.	Albany, N. Y.
2. Chicago Car Advertising Co., Inc.	Chicago, Ill.
3. Fielder, Sorensen & Davis	San Francisco, Calif.
4. Fort Wayne Transit Advertising	Fort Wayne, Indiana
5. Mitchell, McCandless & Klaus	Cleveland, Ohio
6. Murray & Malone Co.	Minneapolis, Minn.
7. Nation Wide Bus Advertising, Inc.	New York, N. Y.
8. N. Y. Motor Coach Advertising, Inc.	New York, N. Y.
9. O'Ryan-Batchelder, Inc.	Memphis, Tenn. - Peoria, Ill.
10. Public Service Coordinated Transport	Newark, N. J.
11. Rhode Island Transit Advertising, Inc.	Providence, Rhode Island
12. Surface Transportation Advertising Co.	New York, N. Y.
13. Transportation Advertisers, Inc.	New Orleans, La.
14. Transportation Advertising Co.	Detroit, Michigan
15. Washington Transit Advertising, Inc.	Seattle, Washington[82]

The objective of this survey as stated in the published report of

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[81] Ibid., pp. 2-6.

[82] National Association of Transportation Advertising, Inc., "Markets in Motion," A Report of a New 22-City Survey of Public Transit Riders Prepared by National Association of Transportation Advertising, Inc., 1956, p. 4.

TABLE XVII

SUMMARIZED FINDINGS OF SURVEY OF NINE WESTERN CITIES 1955[a]

Characteristics of Riders and Transit Riding Habits	Per Cent
CHARACTERISTICS OF RIDERS:	
Sex: men riding	30
women riding (employed)	42
women riding (housewives)	28
Age: 15-29 riding	56
30-44 riding	43
45 and over riding	45
TRANSIT RIDING HABITS	
Adults over 15 years of age: (47% of population)	
daily riders (50 times a month)	42
frequent riders (26 times a month)	29
occasional riders (10 times a month)	29
ride over 30 minutes	34
ride 15 to 30 minutes	50
ride less than 15 minutes	16
Men over 15 years of age: (32% of men interviewed ride)	
daily riders (50 times a month)	52
frequent riders (26 times a month)	24
occasional riders (10 times a month)	24
ride over 30 minutes	40
ride 15 to 30 minutes	44
ride less than 15 minutes	16
Women over 15 years of age (59% of women interviewed ride)	
daily riders (50 times a month)	38
frequent riders (26 times a month)	31
occasional riders (10 times a month)	31
ride over 30 minutes	31
ride 15 to 30 minutes	53
ride less than 15 minutes	16
Employed women:	
daily riders (50 times a month)	67
frequent riders (26 times a month)	20
occasional riders (10 times a month)	13
ride over 30 minutes	38
ride 15 to 30 minutes	47
ride less than 15 minutes	15

[a]Source: W. F. Fielder and T. L. Kizer, "New 9-City Study Will Help Advertisers Select Advertising Media," Successful Business, 6:2-6, November, 1955.

the twenty-two city survey was to:

> . . . show a composite, qualitative picture of 'the actual bus audience confronting bus cards in a typical weekday' between 7 a.m. and 6 p.m. - the active business day. It does not attempt to estimate the total number of individual riders who may accumulate in the course of a week (with varying frequencies of exposure to bus cards) but who are not, at any one time, all part of the same mass audience.[83]

This survey was in no way related to "The Continuing Study of Transportation Advertising." No attempt was made to project the sample of this survey, since it was restricted to bus riders. It was a qualitative, not a quantitative, study. A total sample of 13,443 was composed of 8,706 females and 4,737 males. The distribution of interviews by cities is shown in Table XVIII. Bus riders were interviewed at 425 loading points in the twenty-two cities by investigators of Fact Finders Associates and other local research agencies. The sample was taken at random with interviewing continuing from 7:00 a.m. to 6:00 p.m. on shopping days only. All investigators used the same questionnaire and method simultaneously. The purpose of the questions determined:

1. Who the riders were
2. Why they rode a bus
3. How often
4. What their ages were
5. Whether they had automobiles
6. How often did they use them (automobiles)
7. The length of their average bus ride[84]

The final results not only showed the exact status of the riders, but it also indicated their mood as they awaited a bus. Summary of the findings of "particular interest and importance" follows:

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[83] Ibid., p. 22.

[84] Ibid., pp. 2; 4; 22.

TABLE XVIII

TWENTY-TWO CITY SURVEY OF PUBLIC TRANSIT RIDERS
DISTRIBUTION OF INTERVIEWS BY CITIES
1956[a]

Markets	Total	Sex of Respondent	
		Male	Female
Albany	400	146	254
Atlanta	500	184	316
Binghamton	250	94	156
Chicago	1,500	645	855
Cleveland	1,000	417	583
Detroit	2,000	641	1,359
Duluth) Superior)	200	55	145
Fort Wayne	188	60	128
Harrisburg	200	88	112
Indianapolis	1,000	294	706
Minneapolis	600	133	467
Newark	1,085	333	752
New Orleans	770	333	437
New York (Manhattan)	1,000	436	564
Providence	500	133	367
Sacramento	700	208	492
Schenectady	250	56	194
Seattle	400	168	232
Shreveport, La.	300	103	197
St. Paul	400	140	260
Troy	200	70	130
Total	13,443	4,737	8,706

[a]Source: National Association of Transportation Advertising, Inc., "Markets in Motion," A Report of a New 22-City Survey of Public Transit Riders Prepared by the National Association of Transportation Advertising, Inc., 1956, p. 4.

1. A large proportion of the female riders are housewives or function as housewives.

2. Many employed women bus riders are also housewives.

3. The economic status of bus riders is clearly defined - preponderantly in the middle and high income groups.

4. The repetitive force of Transportation Advertising as shown by the average of 37 one-way rides per month.

5. The increase in the duration of the average ride by 20 per cent, thus increasing the exposure period of bus cards.

6. The fact that at least 44 out of 100 bus riders are car owners, and yet use buses as often as their cars.

7. The receptiveness of bus riders to unexpected impressions, such as advertising ideas - as demonstrated by the fact that most of them were cheerfully ready to answer unanticipated questi s.[85]

Local Projects

Research projects of local markets have been made in Richmond, Virginia; Atlanta, Georgia; Chattanooga, Tennessee; and various other cities and towns where the medium is available.

Significance of Research Studies

The significant results of all these research studies of the medium of transportation advertising provide definite and reliable facts concerning the use of the medium by advertisers. The lack of research, which once was a weakness in the industry, no longer exis s.

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[85] Ibid., p. 20.

Transportation Advertising in the 1950's

From 1950 to 1952

As of 1950, there were some 86,000 vehicles in this country that carried over 17 billion passengers annually (Table XIX).[86] While there were eighty transportation advertising operators, twelve major companies did 75 per cent of the business.[87] Some of the transit companies sold the space themselves, but the majority leased it to an advertising company on a commission basis which ranged from 50 to 75 per cent of gross advertising income. There were about 250 advertising agencies that placed transportation advertising, but only a few of these had departments that specialized in the medium.[88]

This lack of specialization in the medium on the part of the agencies no doubt reduced its use by these agencies. However, another important factor reducing usage was "the lack of coordinated selling and promotion on a scale comparable to that done by other media."[89]

Transportation advertising expenditures in 1950 continued to show a gradual decline from 1949. It was estimated at $18,500,000 (Table XX) with local and national advertising contributing a nearly equal share to the total transportation dollar volume. In cities of less than 25,000 population, 75 to 90 per cent of total transportation advertising was

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[86]"Trend of Revenue Passengers," Transit Fact Book, A Report Prepared by the American Transit Association, 1957 Edition, pp. 7; 10.

[87]Barton, op. cit., p. 636.

[88]"Carcard Advertising--A Postwar Case Study," op. cit., p. 36.

[89]Ibid.

TABLE XIX

TOTAL PASSENGERS CARRIED ON TRANSIT LINES IN THE UNITED STATES
CLASSIFIED BY TYPES OF SERVICE
1950-1956[a]

Calendar Year	Railway			Trolley Coach (Millions)	Motor Bus (Millions)	Grand Total (Millions)
	Surface (Millions)	Subway and Elevated (Millions)	Total (Millions)			
1950	3904	2264	6168	1658	9420	17246
1951	3101	2189	5290	1633	9202	16125
1952	2477	2124	4601	1640	8878	15119
1953	2036	2040	4076	1566	8260	13902
1954	1489	1912	3401	1367	7624	12392
1955	1207	1870	3077	1202	7250	11529
1956	876	1880	2756	1142	7043	10941

[a]Source: "Trend of Revenue Passengers," Transit Fact Book, A Report Prepared by American Transit Association, 1957 Edition, p. 7.

TABLE XX

ESTIMATED EXPENDITURES OF TRANSPORTATION ADVERTISING IN THE UNITED STATES 1950-1956[a]

Year	Dollar Volume
1950	$18,500,000
1951	18,500,000
1952	20,000,000
1953	20,500,000
1954	20,500,000
1955	22,000,000
1956	23,500,000

[a]Source: "Transportation," Printers' Ink Advertisers' Guide to Marketing For 1958, 260:330, Section Two, August 23, 1957.

done by local advertisers, but in larger cities these figures were nearly reversed.[90]

In 1951 transportation advertising expenditures were estimated at $18,500,000, and in 1952 at $20,000,000. The 1953 volume was $20,500,000 (Table XX) and consisted of $7,000,000 national advertising and $13,500,000 local advertising.[91] The estimated spending of the top fifteen transportation advertisers in 1954 follows:[92]

Advertisers	Expenditures
Wm. Wrigley, Jr. Co.	$1,200,000
Seagram Distillers, Inc.	626,164
National Distillers	235,129
Liggett & Myers Tobacco Co.	212,600
Schenley Distillers	179,700
Frankfort Distillers	162,260
American Tobacco Company	144,400
R. J. Reynolds Tobacco Co.	143,600
California Fruit Growers	140,000
California Packing	140,000
John H. Breck, Inc.	136,000
Lever Bros.	131,899
National Biscuit Co.	112,000
P. Ballantine & Sons	109,035
General Foods	106,600

In the years 1953 to 1954, outside displays became more nearly standardized as to size and shape. Traveling displays, 21" x 24", were used for side panels and were available in thirty-five of the two hundred city and suburban markets. Other traveling displays used were 11" x 42"

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[90] Ibid.

[91] "Transportation," Printers' Ink Advertisers' Guide to Marketing for 1958, 260:330-331, Section Two, August 23, 1957.

[92] "Transportation," Printers' Ink Advertisers' Annual 1955 Number, 249:334, Section Two, October 29, 1957.

for front panels, and the 7½" x 60" for wide rear panels on buses.[93]

From 1953 to 1956

The dollar volume in transportation advertising for 1954 was the same as 1953, $20,500,000 (Table XX). The top 15 transportation advertisers spent about 3 per cent less in 1954 than in 1953. The estimates are as follows:

Advertisers	Expenditures
Wm. Wrigley, Jr. Co.	$1,200,000
Seagram Distillers, Inc.	565,000
Burlington Mills	245,000
Miles Laboratories	200,000
Liggett & Myers Tobacco Co.	193,000
American Tobacco Company	152,000
Schenley Distillers	150,000
California Fruit Growers	140,000
California Packing	140,000
R. J. Reynolds Tobacco Co.	129,000
Frankfort Distillers	123,000
John H. Breck, Inc.	115,000
Lever Brothers	110,000
Schaeffer Brewing	100,000
General Foods	100,000

National advertisers accounted for about 30 per cent of the total dollar volume of advertising in 1954 with local and regional advertisers accounting for the rest.[94]

It was about this time that the transit spectacular (i.e., an advertising message painted directly on the side of the bus) was becoming very popular with the advertisers, even though it was relatively new.

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[93] Ibid.

[94] "Transportation," Printers' Ink Advertisers' Guide to Marketing for 1956, 253:282, Section Two, October 21, 1955.

The prediction was made that it would have a big influence in increasing revenue for the medium in 1955.[95]

And this is what happened in 1955, for the transit spectacular played a major role in raising the transportation advertising revenue to $22,000,000 (Table XI), the highest since 1947. The following is the estimated spending of the top thirteen transportation advertisers in 1955:

Advertisers	Expenditures
Wm Wrigley, Jr. Co.	$1,200,000
Seagram Distillers, Inc.	593,600
General Foods	250,000
R. J. Reynolds Tobacco Co.	230,000
Liggett & Myers Tobacco Co.	223,000
California Packing	200,000
Hunt's Tomato Products	195,000
Campbell Soup Company	183,000
Miles Laboratories	180,000
American Tobacco Company	180,000
John H. Breck, Inc.	175,000
Schaeffer Brewing	160,000
Whitehall Pharmacal	160,000

Of the total advertising revenue in 1955, $8,000,000 was from national advertisers, and $12,000,000 from local and regional advertisers.[96]

This increase in revenue was due not only to the wide use of the transit spectacular in 225 cities in forty-three states, but also to the fact that advertising agencies and their clients viewed the "transit medium as a potential national network medium."[97]

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[95] Ibid.

[96] "Transportation," Printers' Ink Advertisers' Guide to Marketing for 1957, 256:300, Section Two, August 24, 1956.

[97] Ibid.

Bus manufacturers, well aware of the fact that transportation advertising contributed to the revenue of transit companies, showed interest in designing their buses so as to have maximum space and effectiveness for the car cards, traveling displays, and transit spectaculars.[98]

In 1956 the advertising volume of the medium rose to $23,500,000 (Table XX) equalling the all-time high of 1947. The top twenty-one investors for that year were:

Advertisers	Expenditures
Wm. Wrigley, Jr. Co.	$1,200,000
General Foods	750,000
Seagram Distillers, Inc.	554,496
Kimberly-Clark	400,000
R. J. Reynolds Tobacco Co.	307,780
Chrysler Corp.	300,000
Pepsi-Cola	300,000
California Packing	260,000
Burlington Mills	250,000
Liggett & Myers Tobacco Co.	238,000
American Tobacco Company	180,000
Schaeffer Brewing	161,000
John H. Breck, Inc.	150,000
Bristol-Myers	142,000
Schenley Distillers	133,000
Curtiss Candy Co.	130,000
Campbell Soup Company	120,000
Miles Laboratories	117,000
Schieffilm & Co.	115,000
Rheingold Brewing	105,000
E & J Gallo Winnery	104,000

National advertisers accounted for more than $9,000,000 of the total advertising revenue of the medium and local and regional advertisers for $14,500,000. Thus, in three years, national advertisers had increased their expenditures in this medium by about $2,000,000.[99]

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[98] Ibid., p. 301.

[99] "Transportation," Printers' Ink Advertisers Guide to Marketing for 1958, 260:330-331, Section Two, August 23, 1957.

The continually increasing use of the transit spectacular was again the major factor in revenue in 1956. With a few exceptions the transit spectacular could be bought in all the markets with transportation advertising. In April, 1957, the NATA recognized a standard size of the transit spectacular. It was called a King Size Poster and measured 2½' x 12'. The prediction is that the King Size Poster along with the increasing interest of the advertisers in interior cards will do much to further the medium of transportation advertising.[100]

Outlook

It is interesting to observe that as total passengers carried on transit lines in the United States (Table XIX) declined in the years 1950 to 1956, transportation advertising expenditures (Table XX) remained the same or increased during this same period. This, no doubt, stems from the hard work and contributions of the National Association of Transportation Advertising, Inc., and the Mutual Transportation Advertising, Inc., coupled with the ability and aggressiveness of the executives and salesmen of the independent companies. The medium of transportation advertising could well be on its way to being recognized as a much more important medium than it has been in the past. As an executive of an independent transportation advertising company says, "We feel that this is a phase of the advertising business which, since the death of Collier has been completely overlooked," and continuing he says, "At present, the industry is making very intelligent progress."[101]

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[100] Ibid.

[101] Letter from Tom O'Ryan, President of Tom O'Ryan Advertising Company, Atlanta, Georgia, to James Hind, dated August 21, 1957.

CHAPTER IV

ANALYSIS OF ADVANTAGES AND DISADVANTAGES OF TRANSPORTATION ADVERTISING

The important part that advertising and advertising media play in our economy are discussed in this chapter, and special emphasis is given to the advantages and disadvantages of the medium of transportation advertising.

Advertising in Our Economy

Economic Importance of Advertising

Advertising plays an important part in promoting the dynamic, expanding economy of today. It encourages the development of new products by offering a means whereby the entrepeneur may create and maintain a profitable demand for a completely new product or one that is differentiated from those already on the market. A profitable demand will justify investment, and it is this growing investment that has supplied a continuously increasing income "that has raised man's material welfare to a level unknown in previous centuries."[1]

Various illustrations may be made to indicate the significance of advertising in our economy. For example, Borden compares the total advertising revenue (dollars) for a given year with the national income for that year.[2] In 1956 the advertising expenditures in the United States

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[1]Neil H. Borden, Advertising in Our Economy (Chicago: Richard D. Irwin, Inc., 1945), p. 299.

[2]Ibid., p. 15.

were $9.9047 billion[3] and national income was $343.620 billion.[4] Thus in 1956, 2.85 per cent of the value of all goods and services produced was directly attributable to advertising activity.

Caution must be followed, however, in this method of measuring the importance of advertising. As Joel Dean states, "dollar outlay is thus quite inaccurate as a measure of advertising effort."[5] Borden states that such an interpretation "does not take into consideration possible effects which advertising as a form of sales stimulus may have had on the economy as a whole."[6]

Advertising Expenditures in the United States

With this premise in mind the estimates of the expenditures of individual media in the United States for 1956 are presented in Table XXX. The comparable statistics show the economic importance of the various media. These estimates include not only basic space and time costs, but also all related expenses included in the overall budget for advertising.[7]

The figures in Table XXII show the medium's per cent change during the past six years and indicate its growth or lack of growth. These percentages were obtained by finding the difference in advertising expendi-

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[3]"Advertising Volume" Printers' Ink Advertisers' Guide to Marketing for 1958, 260:55, Section Two, August, 1957.

[4]U. S. Department of Commerce, Survey of Current Business: National Income Number, Vol. XXXVII (Washington: Government Printing Office, 1957), p. 7.

[5]Joel Dean, Managerial Economics, (New Jersey: Prentice-Hall, Inc., 1951), p. 393.

[6]Borden, op. cit., p. 16.

[7]"Advertising Volume," op. cit., p. 53.

TABLE XXI

ESTIMATED ADVERTISING EXPENDITURES BY CLASSES OF MEDIA IN UNITED STATES 1957[a]

Media	Millions of Dollars	Per Cent of Total
Newspapers	3235.6	32.67
Direct Mail	1419.2	14.33
Television	1209.9	12.22
Magazines	794.7	8.02
Radio	570.7	5.76
Business Papers	495.5	5.00
Outdoor	199.6	2.02
Farm Publications (regional)	36.0	.36
Miscellaneous	1943.5[b]	19.62
Totals	9904.7	100.00

[a]Source: "Advertising Volume," Printers' Ink Advertisers' Guide to Marketing for 1958, 260:55-56, Section Two, August 23, 1957.

[b]Includes Transportation Advertising $23.5 million.

TABLE XXII

PER CENT CHANGE IN ADVERTISING REVENUE BY CLASSES OF MEDIA
1950-1956[a]

Media	1951-1952	1952-1953	1953-1954	1954-1955	1955-1956
Television	+36.59[b]	+33.71	+33.51	+26.71	+18.00
Newspapers	+ 9.53	+ 6.96	+ 1.91	+14.56	+ 4.79
Direct Mail	+10.89	+ 7.30	+ 9.40	+ 8.03	+ 9.32
Magazines	+ 7.34	+ 8.38	+ 0.07	+ 9.21	+ 8.95
Business Papers	+25.03	+ 8.16	+ 3.16	+ 9.74	+11.05
Farm Publications (regional)	+14.40	+ 4.76	+ 3.25	+ 6.29	+ 6.51
Radio	+ 2.94	-13.96[c]	- 7.77	-15.43	+ 4.73
Outdoors	+ 8.65	+ 8.76	+ 6.01	+ 2.94	+ 3.74
Transportation Advertising	+ 2.07	+ 2.50	0	+ 7.32	+ 6.81

[a]Source: Data computed from figures obtained in "Advertising Volume," Printers' Ink Advertisers' Guide to Marketing for 1958, 260:55-56, Section Two, August 23, 1957.

[b]Plus sign denotes per cent increase.

[c]Minus sign denotes per cent decrease.

tures from one year to the next as indicated in the table for each medium and expressing this figure as a percentage change. In 1955 transportation advertising ranked sixth in growth as compared with nine different media and in 1956, fifth in growth. It may also be noted that during these two years, the medium grew nearly twice as fast as its somewhat similar competitor, outdoor advertising.

Advantages of Transportation Advertising

Facts and figures have shown that the medium of transportation advertising does occupy a place of importance in the media field. But how and why? This medium "maintains certain unique advantages and basic differences which give it a permanently important place" in the overall media picture of today.[8] The following is an outline of these claimed advantages with a brief explanation of each.

Low Cost

In a sense transportation advertising can be said to be a "by-product of public transportation." Since public transportation systems can operate without advertising revenue, circulation is provided at a small cost in relation to the costs of other media.[9] The cost per thousand of the medium on a full service basis is shown below for fifty and one hundred markets in the United States.[10]

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[8]Mutual Transportation Advertising, Inc., (no title), A Sales Manual Prepared by Mutual Transportation Advertising, Inc., 1956, p. 2.

[9]Ibid.

[10]National Association of Transportation Advertising, Inc., NATA Newsletter, No. 382, September 4, 1957. One page.

Full Run 11" x 28" Car Cards	August, 1957
50 markets	7.2¢
100 markets	7.5¢

Another method of illustrating the low cost of transportation advertising is to determine how much advertising $250.00 would buy in the various media for one month in the city of Knoxville, Tennessee. The following analysis is based on the rates for each medium as of January, 1958.

Newspapers:

The market has two newspapers. One insertion of 630 lines in each of these newspapers would use up the $250.00 budget.[11]

Television:

Two 20-second spots a month (Class AA time) on each of the two largest television stations would practically exhaust the budget.[12]

Radio:

Nine one minute or less announcements (Class A time) on each of the four leading radio stations would consume the appropriation.[13]

Outdoor Billboards:

Ten 24-sheet poster locations, four of them illuminated, would

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[11]From Standard Rate and Data Service, Inc., "Newspaper Rates and Data," 39:643, December 15, 1957.

[12]From Standard Rate and Data Service, Inc., "Television Rates and Data," 40:470-472, January 10, 1958.

[13]From Standard Rate and Data Service, Inc., "Radio Rates and Data," 14:821-823, January 1, 1958.

exceed the budget by $30.00. Intensity of coverage would be a fifty or minimum showing.[14]

Transportation Advertising:

The amount of $250.00 would buy a full color, standard, 11" x 28" display in seventy-four buses every day for thirty days, exposed to over one million passengers. In addition, five 21" x 44" traveling displays could be purchased. If the money were spent entirely for outside displays, either transit spectaculars on five buses, or traveling displays on every other bus in operation could be purchased.[15]

Mass Urban Market Coverage Provided

"The Continuing Study of Transportation Advertising" showed that in the average city eight out of ten people, 15 years of age and older, were transit riders. This included 76 per cent of all men, 84 per cent of all women, and 81 per cent of all housewives.[16] "The Nine-City Study" showed that 59 per cent of the women interviewed and 32 per cent of the men were transit riders.[17] A recent study in Knoxville revealed that

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[14]Outdoor Post Advertising Inc., Rates and Allotments, A Brochure prepared by Outdoor Post Advertising Inc. of Knoxville, Tennessee, p. 2.

[15]From Standard Rate and Data Service, Inc., "Transportation Advertising Rates and Data," 39:64, December 15, 1957.

[16]The Advertising Research Foundation, The Continuing Study of Transportation Advertising--13-Study Summary. A Report Prepared by the Advertising Research Foundation in Cooperation with the National Association of Transportation Advertising, 1950, pp. 11; 18. Copyright 1950 by the Advertising Research Foundation, Inc., reprinted by special permission.

[17]W. F. Fielder and J. L. Kizer, "New 9-City Study Will Help Advertisers Select Advertising Media," Successful Business, 6:2, November, 1955.

60.4 per cent of the women interviewed used buses as a means of transportation on their last downtown shopping trip.[18]

The audience of the medium is composed of women, (employed and housewives) skilled male workers, professional men, proprietors, executives, and men in service occupations and in the managerial class. One survey showed that the economic status of bus riders was preponderantly middle and high income groups.[19] Bus routes cover all sections of the city and extend to the outlying rural areas. Thus, outside displays are exposed to a great variety of people.

Repetition of Advertiser's Message

Car cards are displayed in minimum units of a month. Riders have an opportunity to see the cards by day and by night under illumination. Thus all riders see the cards at least once a month and regular riders are exposed more often to the advertisers' messages.[20]

A study of bus ridership in twenty-two cities showed that about 63 per cent of the men interviewed and 59 per cent of the women rode four to ten times or more a week. Male riders rode an average of 34-one way trips monthly.[21] Thus, the advertisements are repeatedly exposed to the

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[18]Dr. E. O. Dille and Dr. R. M. Strahl, Attitudes and Habits of Knoxville Shoppers, February 8, 1954, p. 12.

[19]"Markets In Motion," A Report of a New 22-City Survey of Public Riders Prepared by National Association of Transportation Advertising, Inc., 1956, pp. 8; 20.

[20]James Benton Lackey, Jr., Transportation Advertising 1940-1948, A Thesis Completed in Partial Fulfillment of the Requirements of the Degree of Doctor in Commercial Science at Harvard University (Andover: The Andover Press, Ltd., 1950), p. 48.

[21]"Markets In Motion," op. cit., p. 13.

riders. Outside displays have repetition in that they can be displayed for long periods of time. Painted spectaculars are normally exposed to the people for a period of one year. Pedestrians and auto drivers see the same advertisement a number of times. When people shop, they buy brands of goods with which they are familiar, and familiarity results from repetition.[22]

Long Exposure of Message to Transit Public

Research completed in 1948 indicated that the average length of riding time of a transit rider was twenty-five minutes.[23] In 1956 this riding time had increased to nearly thirty minutes due to more traffic on the road and the shift in population to the outlying suburbs.[24]

The bus riders are literally "locked in" facing the advertisements. This medium can claim the longest exposure in the media field. Thus, riders have a longer opportunity to see, read, and even reread the advertisement and are more likely to remember it.[25]

Buses, with their frequent stops and slow rate of travel, provide ample opportunity for the pedestrians and auto drivers to see and read the outside displays. The copy is brief and in bold letters on the large cards or painted displays, with the designs often in day-glo colors which attract attention.

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[22]Mutual Transportation Advertising, Inc., op. cit., p. 11.

[23]The Advertising Research Foundation, op. cit., p. 16.

[24]"Markets In Motion," op. cit., p. 13.

[25]Mutual Transportation Advertising, Inc., op. cit., p. 12.

Full Color for Package Identification

Full color for package identification can be used to suggest appetite appeal for foods and beverages.[26] Products, trade marks, and packages appear just as they would on the shelves of a supermarket or in the kitchen at home.[27] The medium has unlimited color possibilities. Additional costs for color are absorbed in the reproduction process. The larger national advertisers use a full color process, while the smaller local advertisers use the screen process color at a lower cost.[28]

Selectivity of Markets

An advertiser can use transportation advertising wherever, whenever, and however he desires. He can purchase space in national, regional, or individual markets. Local advertisers can even buy advertising in or on transit vehicles that go by their respective places of business.[29]

Limited Competition for Reader's Eye

Because of physical space limitations in and on transit vehicles, there is a limited amount of competition among the advertisements. Since all of the inside advertising is of the same size (excepting cards in front or rear of the vehicle) competition for the reader's eye is again

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[26]National Association of Transportation Advertising, Inc., Questions and Answers About Car Card Advertising, A Brochure Prepared by National Association of Transportation Advertising, Inc., p. 4.

[27]Roger Barton, ed., Advertising Handbook (New York: Prentice-Hall, Inc., 1950), p. 642.

[28]Philip J. Everest, Copy, Design, and Production for Transportation Advertising (Privately Printed for National Association of Transportation Advertising, 1950), p. 5.

[29]Albert Wesley Frey, Advertising (2 ed.; New York: The Ronald Press Company, 1953), p. 417.

limited. The copy and design of the car card attracts readership, not the size.[30] However, some flexibility of size and service can be attained since the advertiser has a choice of inside or outside advertising and full, half, or quarter service.[31]

A simple illustration can show the importance of this limited competition for the reader's eye in transportation advertising as compared to billboard advertising. When a driver of an automobile stops for a red light at a busy downtown or suburban intersection, he, along with any other riders in the car, has from fifteen to forty-five seconds in which to scan and read a maze of outdoor signs, ranging from small road markers to large billboards.

Close To Point of Sale

The transit routes of this country cover the heart of the cities and the main sections in the suburban areas, as they were originally laid out for just that purpose. These routes go by or are near the supermarkets, the smaller retail grocery stores, the department stores and many other types of businesses. The advertising in or on the transit vehicles that travel these routes present a possible impression up to the point of purchase.[32]

Research indicates that only 29.2 per cent of supermarket pur-

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[30]Ibid.

[31]National Association of Transportation Advertising, Inc., Questions and Answers About Car Card Advertising, loc. cit.

[32]Everest, op. cit., p. 5.

chases are specifically planned.[33] The last minute impression of a car card advertisement would certainly be of value to the advertiser in the remaining unplanned purchases. Car cards can also be used as point-of-purchase displays.[34]

"Take-Ones" and Merchandising Vendors Permit Direct Inquiries from Advertisements

Vendors, take-ones, and mail order take-ones attract potential buyers by means of inquiries which lead to sales. This type of advertisement can be used to check on the effectiveness of the advertisement itself or to push special offers. It is best suited for contests, special offers, mail order and information offers.[35]

Disadvantages of Transportation Advertising

Every media have possible weaknesses. The following is, in general, the possible weaknesses of transportation advertising.

Nonselective Circulation

Since all kinds of people ride the transit systems in this country, advertisers cannot direct their campaigns to a certain economic class, occupational, or social group without waste circulation. This possible

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[33]E. I. DuPont De Nemours & Co. (Inc.), Master Summary--Latest Facts About Today's Purchases in Super Markets--88 Product Classifications, Number 5, A Brochure Prepared by E. I. DuPont De Nemours & Co. (Inc.), 1955, p. 7.

[34]Everest, loc. cit.

[35]Mutual Transportation Advertising, Inc., op. cit., pp. 26; 31.

weakness also occurs to some extent in other media.[36]

Inflexibility of Copy

Copy changes of more than once a month for inside and outside card displays and more than once a year for painted spectaculars are impractical because of the amount of time, work, and expense involved. This is also true of outdoor and magazine advertising. Some flexibility of copy is achieved by the use of a split run of two or more different advertisements which run at the same time.[37]

Doubtful Readership

Some studies have done much to indicate the readership of transportation advertising. However, in many markets these readership data are not available. It seems reasonable to suppose that readership is attained to some degree when a captive audience is exposed to a limited (in size and number) amount of advertisements for an average of thirty minutes per one way trip. Readership in this medium, like any other advertising medium that has to be read, depends a great deal upon the design, type of copy, and layout of the advertisement itself.

Lack of Research on a Local Level

While research data that have been collected in the larger markets will help advertisers to evaluate and select the medium of transportation advertising in those areas, there still seems to be a growing need for quantitative and qualitative data in the smaller markets. This

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[36]Frey, op. cit., p. 418.

[37]Ibid.

problem is even more pressing in those cities where there has been a decline in the number of passengers carried by the transit systems. Local advertisers want to know not only the quantity but the quality of circulation that will see their advertisements.

The transportation advertising people have realized the need for such information and have conducted some research in these smaller markets. While some of the investigations have been done by commercial research agencies, much of the data have been collected by the salesmen of the transportation advertising companies who sell and service the space in that market.

Lack of Unity in the Organization

While today about 80 per cent of the transportation advertising operators cooperate willingly and effectively in placing the medium in each other's markets, there still remains the 20 per cent who are opposed to such a practice. In these cases where the transaction is without a commission incentive, there is a lack of desire on the part of the operators to place the medium in these markets. This, in turn, affects the national and regional business.[38]

The weight that a particular advertiser or advertising agency attaches to each advantage or disadvantage of transit advertising depends on objectives of promotion program, type of good or service being advertised, money available for advertising and other variables. In other words, each advantage and disadvantage should be analyzed in the light of the advertiser's own existing situation.

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[38]Mark Batchelder, Vice President of O'Ryan & Batchelder, Memphis, Tennessee, personal interview, January 15, 1958.

CHAPTER V

A STUDY OF TRANSPORTATION ADVERTISING IN KNOXVILLE, TENNESSEE

Since transportation advertising depends on the facilities of transit vehicles for its existence, a brief analysis of the city's transit system is necessary in order to present a complete study of the medium in Knoxville, Tennessee.

Analysis of the Knoxville Transit System

Knoxville Transit Lines is the only transit company of any significance that serves the area within or around the city limits of Knoxville. Moreover, Knoxville Transit Lines has the only contractual lease arrangement of vehicle space for advertising purposes in this area at the present time. O'Ryan & Batchelder, Inc., one of the leading independent transportation advertising companies, has the lease. Three other bus companies (Inskip Bus Line, Local Transit Lines, and White Star Bus Lines) have vehicles that serve the outlying areas in greater Knoxville. These companies do not lease vehicle space to a transportation advertising company but deal directly with the advertisers.[1]

Vehicles

Knoxville Transit Lines has a fleet of eighty-six buses. Of this

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[1]T. Parvin Cox, Superintendent of Transportation, Knoxville Transit Lines, Knoxville, Tennessee, personal interview, January 14, 1958.

number eighty-two are available for transportation advertising purposes, and the remaining four are used for charter purposes. A total of seventy-four buses are presently being used to meet operating commitments. Four buses have a seating capacity of fifty-one passengers, fifty-five buses have a seating capacity of forty-five passengers, and fifteen buses have a seating capacity of thirty-six passengers. The other eight buses are kept in reserve to meet emergencies, or are added to routes as they are needed.[2]

Each of the operating buses averages 115.7 miles per day and travels on Gay Street, the main street of the city's downtown business section, an average of fifteen times per week-day and thirteen times on Saturday. Based on these facts, it is interesting to observe in Table XXIII, that Knoxville Transit Lines' buses are on Gay Street 1,027 times each week day and 974 times on Saturday. The operating hours of these buses are between 5:30 a.m. and 11:30 p.m. on weekdays and Saturdays, and between 8:00 a.m. and 11:30 p.m. on Sundays.[3]

Routes

It is also revealed in Table XXIII that the transit system operates over twenty-one different routes, serving ten urban and ten rural communities in or around the city limits of Knoxville. The communities served are listed in Table XXIV. The population of the area is 133,769.[4] There

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[2]Obtained from records of Knoxville Transit Lines.

[3]Ibid.

[4]From Standard Rate and Data Service, Inc., "Transportation Advertising Rates and Data," 39:64, December 15, 1957.

TABLE XXIII

NUMBER OF TIMES A TRANSIT VEHICLE OPERATES ON GAY STREET
WEEK DAYS AND SATURDAY
KNOXVILLE, TENNESSEE
JANUARY, 1958[a]

Number of Route	Description of Bus Route	Period and Frequency of Operation	
		Daily Except Sat. and Sun.	Saturday Only
1	Holston Drive-Rutledge Pike	56	62
2	Lincoln Park-North Lonsdale	57	61
3	Fountain City	71	72
4	Davenport Road	51	44
5	Lonsdale	48	42
6	Euclid Avenue[b]	45	45
7	Dandridge Avenue	43	42
8	Lyons View-Sequoyah Hills	71	61
9	Fairmont Blvd.-North Hills	71	61
10	Island Home	36	36
11	St. Mary's	35	35
12	Chapman Highway[c]	23	23
14	Hill Avenue	23	23
15	Highland Avenue	45	38
16	McCalla Avenue	43	37
17	Washington Avenue	37	29
18	Yale Avenue	39	30
19	Middlebrook-West Haven	60	60
20	Vestal	62	62
21	Vine Avenue	56	56
22	College Street	55	55
	Totals	1,027	974

[a]Source: Computed from bus schedules of Knoxville Transit Lines, August 4, 1957.

[b]Operates on Gay Street for four blocks only.

[c]Operates on Gay Street for two blocks only.

TABLE XXIV

URBAN AND RURAL COMMUNITIES SERVED BY VEHICLES OF KNOXVILLE TRANSIT LINES KNOXVILLE, TENNESSEE JANUARY, 1958[a]

Urban Communities	Rural Communities
Burlington	Bearden
Lincoln Park	Chilhowee Hills
Lonsdale	Colonial Village
Mountain View	Fountain City
North Hills	Harrill Hills
North Lonsdale	Smithwood
Oakwood	Vestal
Park City	West Lonsdale
Sequoyah Hills	Westwood
West Knoxville	Loves Creek

[a]Source: Records of Knoxville Transit Lines.

are only ten locations within the city limits that are not within one-quarter of a mile of a bus stop. These areas are not served because of nonprofitable operating reasons or hilly and rough terrain.[5]

Ridership

As indicated in Table XXV, there has been a consistent decline in the total passengers carried by Knoxville Transit Lines during the past eight years. In 1957 only half as many people used the transit system as did in 1950.[6] This percentage decline is explained by the increased use of automobiles, the availability of more downtown parking facilities and other unfavorable trends related to public transportation systems.

Revenue

The leasing of vehicle space for advertising purposes provides an important source of income to the transit company. This is especially true since this income contributes to total revenue without increasing operating costs. Moreover, the advertising revenue is especially important when the operating revenue of the transit company is below normal. For example, in 1950 the net operating revenue (before income taxes) of the Knoxville Transit Lines was $16,505.29, and the advertising revenue was $20,985.88.[7] Thus, the company would have incurred an operating loss had it not been for the revenue obtained from leasing of vehicle space

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[5]T. Parvin Cox, Superintendent of Transportation, Knoxville Transit Lines, Knoxville, Tennessee, personal interview, January 14, 1958.

[6]Obtained from records of Knoxville Transit Lines.

[7]Comparative Income Statement of Knoxville Transit Lines, 1950.

TABLE XXV

TOTAL TRANSIT PASSENGERS CARRIED AND PERCENTAGE DECLINE
KNOXVILLE TRANSIT LINES
KNOXVILLE, TENNESSEE
1950-1957[a]

Year	Number of Passengers	Per Cent Decline	
		Annual	Cumulative[b]
1950	25,279,126	--	--
1951	21,479,806	15.03	15.03
1952	21,206,766	1.27	16.11
1953	20,902,589	1.43	17.31
1954	18,356,780	12.18	27.38
1955	15,522,466	15.44	38.60
1956	14,055,009	9.45	44.40
1957	12,463,790	11.32	50.70

[a]Source: Data obtained from records of Knoxville Transit Lines.

[b]Base year is 1950.

for advertising purposes.[8] This information is enumerated in Table XXVI.

Rate Hearings

Within the past few years, the Knoxville Transit Lines has been involved in rate hearings before the Knoxville Utilities Commission. It was the opinion of the company officials that a fair return on their investment was not being received due to the decline in the number of passengers riding the buses and because of increased operating costs.[9] The most recent hearing was in May of 1957. At that time the president of Knoxville Transit Lines issued an ultimatum to the city to either increase bus fares and cut services immediately or prepare to operate a public transportation system.[10] In the past, these hearings have received much publicity in both local newspapers.

Analysis of Local Transit Advertisers

A total of thirty-six local advertisers were interviewed. These companies are presently using the medium of transportation advertising or have used it in their promotion program in the city of Knoxville within the past three years, 1955 to 1957.

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[8]R. F. Anderson, Treasurer of Knoxville Transit Lines, Knoxville, Tennessee, personal interview, January 14, 1958.

[9]Knoxville Journal, May 10, 1957, p. 7.

[10]Ibid., p. 1.

TABLE XXVI

ANNUAL REVENUE DERIVED FROM LEASING OF VEHICLE SPACE FOR ADVERTISING PURPOSES EXPRESSED AS A PERCENTAGE OF REPORTED GROSS REVENUE AND NET OPERATING REVENUE BEFORE INCOME TAXES KNOXVILLE TRANSIT LINES KNOXVILLE, TENNESSEE 1950-1957[a]

Year of Operation	Advertising Revenue	Per Cent of Reported Gross Operating Revenue	Per Cent of Reported Net Operating Revenue Before Income Taxes
1950	$20,985.88	1.18	127.15[b]
1951	18,326.64	1.04	59.60
1952	17,506.37	.92	13.74
1953	15,076.42	.80	12.24
1954	16,806.27	.95	13.62
1955	23,209.56	1.38	12.73
1956	21.420.78	1.38	15.06
1957	16,363.37[c]	1.09	11.43

[a]Source: Data computed from comparative income statements of Knoxville Transit Lines, 1950-1957.

[b]Net operating revenue was $16,505.29.

[c]Additional 1957 revenue collected as of January, 1958, totaled $1,276.46.

Classification of Local Transit Advertisers

A classification[11] of the local transit advertisers is presented in Table XXVII. The major classifications were as follows: thirteen retail trade institutions; eight manufacturers; seven service institutions; seven financial institutions; and one public utility.

Further analysis showed a variety of businesses within each of these major classifications. Retail trade institutions included dairies, drug stores, grocery stores, appliance stores, cafeterias, a music store, a department store, and a lumber company. Manufacturing industries included a bottling company, a feed company, a concrete block company, a bakery, and various food manufacturers. Service institutions consisted of dry cleaning establishments, radio and television stations, a beauty shop, and an auto repair garage. Financial institutions included banks, sales finance companies, and other credit agencies.

It is also revealed in Table XXVII that there were a variety of products, ideas, and services advertised in the medium of transportation advertising. This was particularly true of food items, banking services, and loan services.

Other Media Using Transit Advertising

It is significant that two other media, radio and television, used

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[11] In accordance with Standard Industrial Classification Manual: - Manufacturing Industries, Vol. I, (Washington: U. S. Government Printing Office, November, 1945) and Nonmanufacturing Industries, Vol. II, (Washington: U. S. Government Printing Office, May, 1949). Both Prepared by The Technical Committee of Industrial Classification Division of Statistical Standards, Washington, D. C.

TABLE XVII

CLASSIFICATION DATA OF LOCAL TRANSIT ADVERTISERS
KNOXVILLE, TENNESSEE
1955-1957[a]

Major Classification	Trade Classification	Product, Idea, or Service Advertised
Retail trade	Egg and poultry dealer	Eggs
Retail trade	Retail store not elsewhere classified	Adding machines and cash registers
Retail trade	Lumber yards	Building materials
Retail trade	Milk dealer	Milk
Retail trade	Family shoe store	Brand names of shoes
Retail trade	Household appliance store	Television sets
Retail trade	Hardware store	Washers and dryers
Retail trade	Drug store with fountain	Reliability of prescriptions
Retail trade	Drug store with fountain	Prescriptions filled
Retail trade	Music store	Name of store only
Retail trade	Department store	Brand appliances
Retail trade	Eating place	Giant hamburger
Retail trade	Grocery store (chain)	Exclusive brands of food
Manufacturer	Bottled soft drinks and carbonated waters	Beverages
Manufacturer	Manufacturer of sausage	Sausage
Manufacturer	Mfr. of food preparations not elsewhere classified	Salads
Manufacturer	" " " " " " "	Coffee
Manufacturer	Manufacturer of concrete products	Properties of concrete blocks
Manufacturer	Manufacturer of ice cream	Ice cream
Manufacturer	Manufacturer of prepared feeds	Dog food
Manufacturer	Manufacturer of bakery products	Bread

TABLE XVII (continued)

CLASSIFICATION DATA OF LOCAL TRANSIT ADVERTISERS
KNOXVILLE, TENNESSEE
1955-1957[a]

Major Classification	Trade Classification	Product, Idea, or Service Advertised
Service	Cleaning and dyeing plant	Rug and dry cleaning
Service	Cleaning and dyeing plant	Lint-free dry cleaning
Service	Beauty shop	Coiffures
Service	General automobile repair shop	Automotive service
Service	Radio broadcasting	New sound of station
Service	Radio broadcasting	Advertisers of station
Service	Television broadcasting	Feature shows
Finance	State bank	Loans and savings
Finance	State bank	Loans, savings, checking account
Finance	Installment sales finance company	Automobile loans
Finance	Installment sales finance company	Cash and home repair loans
Finance	Trust company	Mortgage loans
Finance	Stock Life Insurance Company (association)	Insurors are insured
Finance	Federal savings and loan association	Yield on insured savings
Public utilities	Electric and gas utilities combined	Electric and gas service

[a]In accordance with Standard Industrial Classification Manual: - Manufacturing Industries, Vol. I, (Washington: U. S. Government Printing Office, November, 1945) and Nonmanufacturing Industries, Vol. II, (Washington: U. S. Government Printing Office, May, 1949). Both Prepared by The Technical Committee of Industrial Classification Division of Statistical Standards, Washington, D. C.

transportation advertising. After changing its format of programs, a radio station employed traveling displays to promote its "new sound" in radio. Another radio station used car cards as a merchandising service. The station would promote its own advertisers' products or services with car cards, if this product or service was suited to bus advertising and the advertiser had contracted for a minimum amount of radio advertising. For example: A company that contracted to sponsor local college basketball games received a car card space in fifty buses. The company incurred only the expense of producing the cards. Approximately 20 per cent of the space on each card advertised the station and its call number. The remaining space advertised the company's product and the fact that it was sponsoring the local college basketball games.

The television station used a painted spectacular along with a traveling display on the street side (side opposite from entrances of the vehicle) of six buses to promote its name, channel number, feature network programs, and time of presentation.

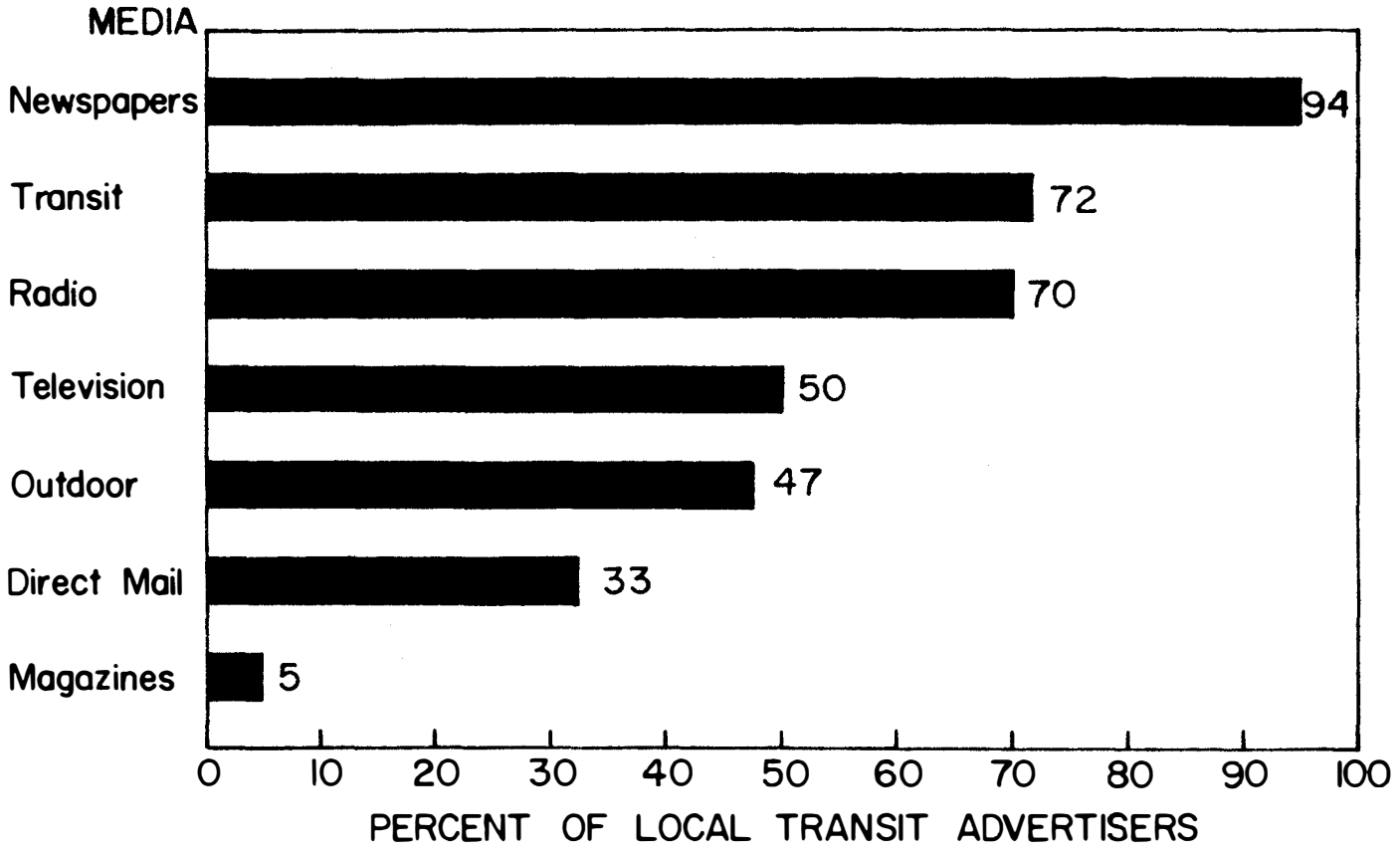
Agency or Non-Agency Account

An advertising agency was used by eighteen of the companies to place their transportation advertising, while the other eighteen did not use an agency. Two of the advertisers that did not use an agency to place bus advertising utilized agency service for the medium of radio and television only.

General Advertising Data

Major Media Used in Advertising Program in 1957

As shown in Figure 19, local transit advertisers used all of the



Note: Based on data in Table XXVIII.

Figure 19. Per Cent of Local Transit Advertisers Using Major Media in Their Advertising Program in Knoxville, Tennessee, in 1957.

major media to some extent in their promotion programs during 1957. The major media employed included: newspapers; transit advertising; television; radio; outdoor; magazines; and direct mail. Of the thirty-six advertisers interviewed, 94 per cent used newspapers, 72 per cent used transit advertising, and 70 per cent used radio. Television and outdoor were employed by approximately half of the advertisers. Direct mail and magazines were used by 34 per cent and 6 per cent, respectively.

Numerical Ranking of Media by Expenditures in 1957

The transit advertisers were asked to rank the major media used in their advertising program during 1957, according to the amount of money expended in each medium. These data are presented in Table XXVIII, and it is interesting to observe that eleven advertisers ranked newspapers first; eight ranked television first; six ranked outdoor first; four ranked radio first; three ranked transportation advertising first; and two advertisers spent more money on direct mail.

Although Figure 20 reveals that 72 per cent of the advertisers interviewed used transportation advertising in 1957, only 8 per cent spent more money on this medium than they spent on any other medium. On the other hand, 6 per cent spent less money on transportation advertising than on any other medium. A further study of Figure 20 shows that 30 per cent of these advertisers considered transportation advertising to be the second or third most important medium, and 28 per cent considered it to be the fourth or fifth most important based on advertising expenditures.

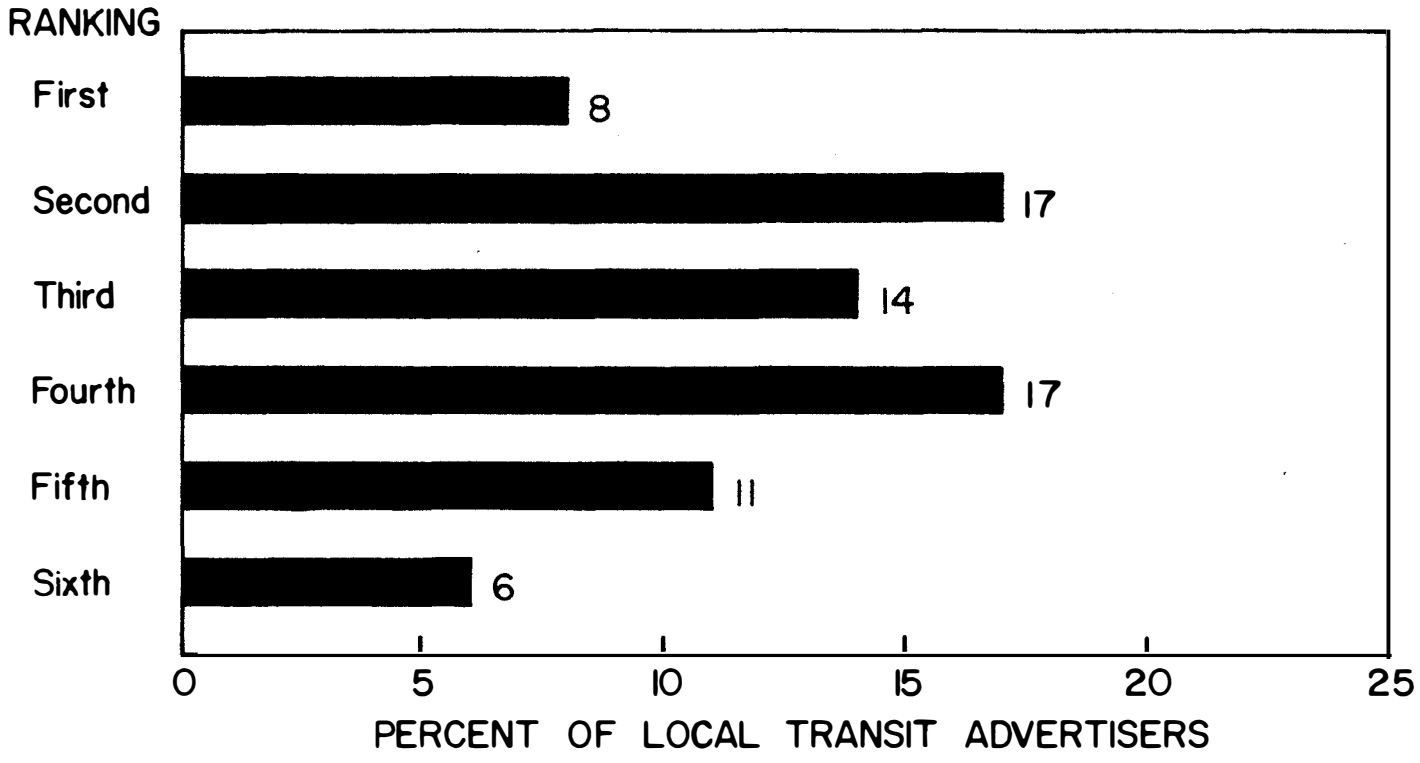
TABLE XXVIII

MAJOR MEDIA USED BY TRANSIT ADVERTISERS RANKED ACCORDING TO ADVERTISING EXPENDITURES KNOXVILLE, TENNESSEE 1957[a]

Medium	Total Users	Total Non-Users	Ranking of Major Media By Transit Advertisers[b] First	Second	Third	Fourth	Fifth	Sixth	Seventh
Newspapers	34	2	11	7	9	7	-	-	-
Television	18	18	8	6	2	1	1	-	-
Radio	25	11	4	6	10	4	2	-	-
Transportation Advertising	26	10	3	6	5	6	4	2	-
Outdoor	17	19	6	8	3	-	-	-	-
Magazines	2	34	1	1	-	-	-	-	-
Direct Mail	12	24	2	-	3	2	4	-	1

[a]Source: Based on interviews with thirty-six transit advertisers.

[b]According to the amount of money spent on each medium in 1957.



Note: Based on data in Table XXVIII; 72 per cent of the advertisers interviewed used transportation advertising in 1957.

Figure 20. Transportation Advertising Ranked by Local Transit Advertisers According to Expenditures in Advertising Program in Knoxville, Tennessee, in 1957.

Transportation Advertising in Knoxville, Tennessee

Present Usage

A detailed presentation of the use of transit advertising (using it more than ever, using it less than in the past, using it about the same as ever, or not presently using it) is given in Table XXIX. Of the thirty-six transit advertisers interviewed, eighteen or 50 per cent were not presently using the medium. These eighteen advertisers include seven inside users (advertisers that use or have used the space in the interior of the transit vehicles) and eleven outside users (advertisers that use or have used the space on the exterior of the transit vehicle) who had discontinued the medium. Only one of the eighteen advertisers planned to use the medium again in 1958.

Number of Inside and Outside Users

Of the thirty-six transit advertisers, eleven used the displays on the inside of the transit vehicles, while twenty-five employed displays on the outside of transit vehicles. It is significant that there were more than twice as many local transit advertisers that used outside bus displays as used inside bus displays.

Reasons Given for Using the Medium

Outside Users. Extensive coverage at a reasonable cost was one of the most important reasons given by the advertisers for using outside bus advertising. Transit advertisers were of the opinion that the number of potential impressions were much greater since the advertisements were exposed to bus riders, as well as to pedestrians and auto drivers. More-

TABLE XXIX

PRESENT USAGE OF TRANSIT ADVERTISING
BY LOCAL TRANSIT ADVERTISERS
KNOXVILLE, TENNESSEE
JANUARY, 1958[a]

Description of Usage	Inside[b] Users	Outside[c] Users	Total Number	Per Cent of Total
Using it more than ever	1	7	8	22
Using it less than in the past	0	2	2	6
Using it about the same as ever	3	5	8	22
Not presently using it	7	11[d]	18	50

[a]Source: Based on interviews with thirty-six transit advertisers.

[b]Advertisers that use or have used the space on the interior of the transit vehicles.

[c]Advertisers that use or have used the space on the exterior of the transit vehicles.

[d]One advertiser planned to use it in 1958.

over, advertisers liked the idea that the buses were frequently rotated on the various routes in and around the city. One advertiser stated that he was impressed with affidavits which verified that the bus carrying his advertisement operated on various routes. The rotation of the buses gave the advertiser good coverage for their institutional advertising. Many of the downtown advertisers liked the frequency of exposure and coverage that the advertisement received in the metropolitan area. A number of advertisers described outside bus displays as a "moving billboard." Transit advertisers preferred the painted display because it was big and attracted attention with its layout and flashy colors.

The advertisers also used outside bus advertising because of its repetitive effect. Some preferred it over newspapers and television because it offered color possibilities. One of the leading appliance dealers in the city stated that at a low cost, it gives a longer lasting impression in full day-glo colors, and the three dimensional effect is excellent for appliances. Some of the specific testimonials include:

> Advertiser # 1. An owner of a large dry cleaning establishment reported that he received numerous comments from customers who said that they didn't even know rug cleaning service was offered until they saw the advertisement on the buses.
>
> Advertiser # 2. A proprietor of a suburban shoe store in South Knoxville stated that by using outside bus advertising he was able to obtain good local coverage with little waste circulation. This advertiser had space on a bus whose route of operation was in South Knoxville; thus, he was able to restrict his advertising to the area where his potential customers were located.
>
> Advertiser # 3. The owners of a store that sold typewriters and adding machines were surprised at the low cost of transportation advertising. These men pointed out that two big sales resulting from transportation advertising leads would pay the cost of the medium for a year.

Inside Users. There were eleven local advertisers that had used inside transit advertising within the past three years. Of this number, seven had dropped the medium from their advertising program, and the remaining four were currently using it. The advertisers and their reasons for using inside transit advertising include:

> Advertiser # 4. A public utility company offered gas service to residents in certain areas of the city. By limiting the advertising of gas service to the buses that operated in these areas, the advertising manager stated that he was reaching his potential customers. However, the advertising manager considered bus advertising as a supplementary medium and used it in conjunction with the major media.
>
> Advertiser # 5. A manager of a finance company decided to experiment with the medium since none of his competitors were currently using it. The manager was influenced by the fact that one of the largest finance companies in the country had used it with success. The respondent said that he had not used the medium long enough to evaluate it but was inclined to think that it did little or no good. The manager added that he tried to measure the effectiveness of his advertising, and thus far the medium had not been too effective.
>
> Advertiser # 6. The advertising manager of a bottling company decided at one time to drop the medium because he felt it was not reaching enough potential customers. However, he was persuaded by the salesman to continue. He stated that he would have probably dropped it anyway had it not been for a cooperative arrangement with the parent company which sent the cards to him at no cost. The advertising manager felt better about his decision to keep the transit advertising since he recently obtained measurable results that the car cards were being seen and read with interest. The car card copy had intentionally been in Spanish to attract attention. Numerous queries as to what the copy meant when translated were received by him.
>
> Advertiser # 7. A fourth user was a radio station that offered inside transit advertising to clients as a merchandising feature as noted in a previous section. The manager of the station said that it was an inexpensive means of supplementing his client's advertising.

Reasons Given for Not Using the Medium

As was stated before and indicated in Table XXIX, seven inside users

and ten outside users had dropped the medium and did not intend to use it again in 1958. Because of the importance of this situation, each case is considered separately.

Outside Users.

Advertiser # 8. A proprietor of a beauty salon used the medium of transportation advertising for institutional purposes during one year. Afterwards he changed to another medium since this was his policy. That is, a medium would be used for a certain length of time, then changed, so that the salon services would eventually be advertised in all of the major media.

Advertiser # 9. A cafeteria owner changed his advertising objectives from institutional to promotional in order to advertise family night and parties for children. A painted display on the outside of the bus had been used, but the contract was not renewed since it was believed that bus advertising could not accomplish these new objectives because of the inflexibility of copy. Consequently, the owner planned to sponsor a syndicated television program which appealed to children.

Advertiser # 10. A large department store in the city had contracted for the space on the front of all the buses for a number of years before discontinuing it in 1955. At that time this was the only space sold on the outside of the vehicles. The advertising manager commented that the medium's importance had declined because of fewer buses in operation and because of the many signs "plastered" on the outside of them. He pointed out that one complete bus had been painted with "hillbilly" characters, and company executives did not wish to associate the store's name with this type of advertising. In conclusion, the advertising manager added that transit advertising was a weak medium in the city, and it was not especially appropriate for the store to use.

Advertiser # 11. The owner of an appliance store said that present-day consumers are interested in brand name appliances at a low cost. Therefore special sales were frequently promoted and it was the opinion of this advertiser that bus advertising could not present these promotional ideas effectively. Also since the store had received no comments or measurable results from bus advertising, it was dropped.

Advertiser # 12. A bank president discontinued the medium because he believed that people got tired of looking at the bank's advertisement on the buses. Moreover, he did not presently wish to advertise a 3 per cent interest on savings when a competitor used the medium to advertise savings at 3.5 per cent interest.

Advertiser # 13. The advertising manager of a feed company ceased using the medium because he was of the opinion there was too much waste circulation. The company advertised dog food and attempted to reach owners of hunting dogs. After using the medium and evaluating its effectiveness, the conclusion was that bus advertising did not reach their potential customers who were believed to be rural residents.

Advertiser # 14. A drug store owner dropped the medium from his advertising program because he received no measurable results and no comments from its use.

Advertiser # 15. A business machine firm had terminated using the medium in its advertising program because of a recession in their business. However, the owners of the firm were satisfied with the results obtained from its use.

Advertiser # 16. An operator of a dry cleaning establishment discontinued bus advertising and used novelties and merchandising stamps in its place. Even though he was satisfied with the medium, his opinion was that stamps and novelties could increase his sales more.

Advertiser # 17. An owner of a lumber company did not use the medium anymore because he was dissatisfied with the service received from the transportation advertising company. He had contracted to use a transit spectacular (painted display on exterior of bus) for a year. After several months he failed to see the bus anymore. It was then that a friend informed him that the bus carrying his advertisement had been sold by the transit company. He was disgusted because the transportation advertising company had not notified him of this arrangement and did not plan to use the medium again.

Inside Users.

Advertiser # 18. A manufacturer of concrete blocks discontinued the medium in 1955, at the suggestion of its advertising agency. The agency had advised that the medium was not doing as good a job as another medium could because of its declining circulation, and that it was not worth its cost.

Advertiser # 19. A bank president had stopped using the medium to advertise banking services because of so much publicity about the raising of bus fares, the cutting of schedules, and the transit company losing money because of fewer riders. His opinion was that he paid too much money considering the decrease in rider traffic.

Advertiser # 20. An ice-cream manufacturer also discontinued the medium because of the publicity concerning the decrease in passenger traffic.

Advertiser # 21. The advertising manager of a sales finance company that specialized in automobile loans dropped the medium because he had received no measurable results. It was the opinion of the advertising manager that the people who ride buses do not have cars nor are they interested in buying a used or new car. He also emphasized that space rates were too high relative to the number of riders during the past years.

Advertiser # 22. The advertising manager of a dairy reported that the medium was not used anymore because it was evident from reading the newspapers that fewer people were riding the buses. The advertising manager commented that he paid the same rate that he did five years ago for bus advertising even though the bus displays were exposed to fewer people.

Advertiser # 23. A drug store owner used the medium in conjunction with radio and television advertising during a one year period. In that year he had spent more money than was planned. The following year, as a result of loss of business, he had to lower his advertising expenditures. Therefore, bus advertising was dropped since he felt that it was too expensive and this high cost did not seem to be justified.

Advertiser # 24. A trust company which had been a frequent user of transit advertising in past years discontinued it because of a change in the business arrangement of handling mortgage loans. In the early 1950's, the public would come to company offices and ask for loans on houses, so the service was advertised. Since then, however, the builder or seller of a new house, and not the buyer, arranges for the loan.

Advertisers' Objectives in Using the Medium

The approach used to summarise the advertising objectives of the users of the medium was to classify the advertisers as follows: (1) local retail concerns using this medium for institutional purposes and/or product advertising; (2) local manufacturers that used only a product form of advertising.

The objectives of the transit advertisers that used an institutional and/or product form of advertising were as follows:

1. To keep the institution's name before the public thereby increasing its prestige and gaining consumer acceptance of its products or services.

2. To associate the institution with specific product brand names.

3. To promote a special feature of an item, product, or service.

4. To assist introducing an institution's name and the type of goods sold or services offered.

The objectives of the transit advertisers that used only a product form of advertising were as follows:

1. To keep the manufacturer's brand name before the public.

2. To promote the quality of a manufacturer's product.

3. To build a more favorable public attitude toward the general type of good or product supplied by the manufacturer.

Frequency of Copy Changes

Outside advertising. There were fifteen transit advertisers that used outside bus advertising in the form of painted displays. Because of the time and expense involved in changing copy, the initial display was used throughout the contract year. Copy and layout were changed only when the contract was renewed. On the other hand, users of the different types of outside card displays changed copy as follows: six changed copy monthly; three changed copy every three months; and one changed copy every two months. This information is presented in Table XXX

Inside advertising. Car card copy was changed every three months by four inside users, while four changed it monthly, and three changed it every two months (Table XXX).

Reasons for Copy Changes

Reasons for copy changes (both inside and outside users) are enu-

TABLE XXX

FREQUENCY OF COPY CHANGES OF ADVERTISEMENTS CLASSIFIED BY INSIDE AND OUTSIDE ADVERTISERS KNOXVILLE, TENNESSEE 1955-1957[a]

Type of Advertiser	Total Users	Frequency of Copy Changes			
		Monthly	Sixty Days	Quarterly	Annually
Outside Advertisers	25	6	1	3	15[b]
Inside Advertisers	11	4	3	4	-

[a]Source: Based on interviews with thirty-six transit advertisers.

[b]Users of painted displays.

merated below in the order of frequency mentioned.

1. Advertisers thought that an advertisement registered in the minds of people for just so long, and after that it went unnoticed. The opinion was that a new and different appeal would attract more new readers and hold the attention of the old readers.

2. Copy was changed to coordinate the transit advertising with other media advertising during an advertising campaign.

3. Copy was changed to promote different ideas, services, products, and brand names of products at various times.

4. The cards became dirty, faded and worn, particularly the outside displays.

Problems Encountered in Contracting For and Using the Medium

The majority of transit advertisers said that they encountered no major problems in contracting for or in using the medium of transportation advertising. However, there were a few advertisers along with several advertising agency executives who reported that certain problems confronted them. The major complaint given by three transit advertisers and representatives of two agencies was that the exterior of the buses which carried the cards and painted displays seemed to be dirty. One agency executive pointed out that this was detrimental to the advertisement, especially if a food item was being displayed. He added, however, that this situation was even worse in other cities throughout East Tennessee. Another agency executive said that the outside bus advertisements "couldn't be seen, much less read," because of the dirty buses. With these few exceptions, however, most of the advertisers seemed to be sympathetic and understanding toward this problem and pointed out that unusually bad weather in the fall and winter months made it difficult to keep

the buses clean.

Only three other problems were mentioned by the respondents: (1) the lack of standardization of outside space on the vehicles of various transit companies; (2) the expense involved in frequent changes of copy; (3) and the lack of knowledge on the part of advertisers as to what section of the city their advertisements reached.

Evaluation of the Service Received from the Transportation Advertising Company

With the exception of the owner of a lumber company who was not notified that the bus carrying his advertisement had been sold, every advertiser and agency representative expressed the opinion that they were completely satisfied with the cooperation and service received from the transportation advertising company. Most of the respondents commented on the fact that the cards were always posted on time, and on several occasions were kept in or on the buses after the contract had expired. Moreover, several advertisers were pleased with the company's policy of permitting an advertisement to run beyond the contract period when a bus had been idle due to a mechanical failure. One advertiser particularly liked to receive affidavits from the transportation advertising company which verified the routes of the bus that carried his advertisement.

Opinions of Respondents on Selected Phases of Advertising Media with Emphasis on Transportation Advertising

Effectiveness of Advertising Media

When asked the question "Based on your experience in the advertising field, what is the best advertising medium for your product or service?"

the users of transit advertising provided very interesting answers. This information is presented in Table XXXI. Of the thirty-six respondents, thirteen considered newspapers the best medium to advertise their product or service, while seven thought television had done the best job for them. Transit advertising was selected as being the best medium by five advertisers. It is important to observe that all five of these advertisers limited their selection of transit advertising to outside painted or card displays. In other words, their answer to this question was based entirely on the results obtained from using transit advertising on the exterior of the buses. Two respondents failed to answer this question.

Attitude Toward Media Rates

All ten transit advertisers who had used inside transit advertising expressed the opinion that the space rates for inside advertising were too high, especially in view of the decline in bus riders. This information is enumerated in Table XXXII. However, the majority of outside transit advertisers did not object to rates charged for outside transit advertising; seventeen (of the twenty-five users) expressed this opinion as indicated in Table XXXII.

Outside users were reluctant to comment on the inside space rates because they lacked knowledge of the rates. It is interesting to note in Table XXXII the advertisers' opinions regarding the rates of other media. The majority of the transit advertisers were of the opinion that newspaper and television rates were too high, while on the other hand, the majority of these advertisers expressed the opinion that radio and outdoor rates were satisfactory.

TABLE XXXI

OPINIONS OF TRANSIT ADVERTISERS AS TO THE ONE MEDIUM PRODUCING THE BEST RESULTS PER DOLLAR EXPENDED IN KNOXVILLE, TENNESSEE 1955-1957[a]

Best Medium	Number of Advertisers	Per Cent of Total
Newspapers	13	36.1
Television	7	19.5
Transit	5[b]	14.0
Radio	4	11.1
Direct Mail	2	5.5
Outdoor	2	5.5
Magazines	1	2.8
No Comment	2	5.5
Total	36	100.0

[a]Source: Based on interviews with thirty-six transit advertisers.

[b]All used outside painted or card displays.

TABLE XXXII

OPINIONS OF TRANSIT ADVERTISERS CONCERNING THE RATES OF THE DIFFERENT ADVERTISING MEDIA IN KNOXVILLE, TENNESSEE 1958[a]

Media	No Comment	Total Responses	Number of Transit Advertisers and Their Opinion		
			Too High	Too Low	About Right
Transportation Advertising (Inside)	24	12	10	0	2[b]
Transportation Advertising (Outside)	15	21	3	1	17[c]
Newspapers	4	32	20	1	11
Television	9	27	20	1	6
Radio	6	30	3	2	25
Outdoor	20	16	1	1	14

[a]Source: Based on interviews with thirty-six transit advertisers.

[b]Includes one outside transit advertiser.

[c]All seventeen are users of outside transit advertising.

Advertisers' General Opinions of Transportation Advertising

There were two factors which seemed to influence the advertisers' opinions as to the effectiveness of this medium. First, a transit advertiser who had received many comments from customers and other businessmen seemed to think that the medium did a good job, regardless of whether or not he could directly attribute his sales or customer leads to such advertising. On the other hand, a transit advertiser who received few or no comments about his bus advertisement felt that the medium was not very effective.

Secondly, advertisers seemed to be very impressed when they saw or read their own advertisements. Bus advertisers who observed their own advertisements on the outside of buses operating on routes in front of their establishments and throughout the city expressed the opinion that the medium was reaching nearly everyone. Those who used inside advertising were invariably the ones that never rode the buses. Thus, they never saw their advertisements and had the opinion that the medium was of little value.

Outside advertising. Of the thirty-six transit advertisers interviewed, twenty-six preferred outside bus advertising to inside bus advertising. (This number included twenty-two outside users and four inside users.)

It is significant that twenty-two of the twenty-five outside users were satisfied with the results obtained from using the medium. In general the consensus of opinion was that advertising on the exterior of the vehicles offered more possibilities (i.e., large displays, day-glo colors,

and 3-d effect) and did a better job of reaching the people. Although the advertisers felt that this phase of transit advertising had its place along with other media because of certain inherent advantages, they considered it to be a supplementary medium.

Inside advertising. There were thirty out of thirty-six respondents who expressed the opinion that the advertising on the inside of the transit vehicles was of little or no value to them in the city of Knoxville, Tennessee. Most of the advertisers gave two or more reasons to justify their opinions. The reasons given are presented in Table XXXIII and discussed in the order of frequency mentioned.

1. Decrease in the number of bus passengers

It was the opinion of nineteen of thirty-six transit advertisers that car card advertising offered poor coverage because of the decline in bus riders. They were of the opinion that since the local transit lines was losing money because of the decline in ridership and had to repeatedly raise fares and restrict schedules, it was highly indicative that car card advertising was of little value in this city. Many of the respondents had obtained the actual ridership figures from the transit lines or from the Public Transportation Coordinator at City Hall.

2. Space rates too high and not adjusted to circulation

There were ten transit advertisers who thought that the space rates for car cards were too high and had not been adjusted to the decline in circulation. Several respondents reported that they were paying the same rates now that they paid three or five years ago, yet were getting less coverage.

TABLE XXXIII

REASONS WHY ADVERTISERS DISLIKED INSIDE TRANSIT ADVERTISING IN KNOXVILLE, TENNESSEE JANUARY, 1958[a]

Reasons	Number of Responses	Per Cent of Total[b]
Poor Coverage	19	53
High Space Rates	10	28
Doubtful Readership	10	28
Does Not Reach Potential Customers	7	19
Other[c]	4	11

[a]Based on interviews with thirty-six transit advertisers.

[b]Percentages do not equal 100 since some advertisers gave more than one reason.

[c]Includes no measurable results and too many gratis advertisements.

3. Doubtful readership

It is interesting that ten of the advertisers were doubtful whether the cards were even seen or read by very many of the riders. Many of the respondents thought there were too many advertisements on the inside of the buses. Other respondents said that they rode the buses a few times and observed that the cards received little attention from the riders.

4. Did not reach potential customers

It was the belief of six advertisers that inside transit advertising did not reach their potential customers. They were of the opinion that most of the people that rode the buses belonged to the lower-income group. Thus, they concluded that:

(1) Most of the riders did not own automobiles nor were they interested in buying a new or used one.

(2) Most of the riders did not utilize rug or dry cleaning service to any extent.

(3) Most of the riders did not purchase brand names of shoes which mostly appealed to the middle-income group.

(4) The majority of women riders did not have their hair styled in a beauty salon.

(5) Most of the riders did not have the income to buy or build a home of their own.

All of the advertisers admitted that this was only their opinion and that they might be wrong. However, they were interested in obtaining facts as to the characteristics of transit riders.

5. Other reasons

The transit advertisers also reported that they received no measurable results from using the medium and that there were too many gratis advertisements on the buses. Two of these advertisers had used "take ones"

and received little or no measurable results. The other two respondents commented that they did not wish to associate their advertisements with so many gratis ads.

Agency Opinion

Representatives from five of the six advertising agencies in the city of Knoxville were interviewed. An agency which handled mostly industrial accounts was omitted because they did not place transit advertising. With one exception, each representative interviewed was a partner in the advertising agency.

By referring to the interview guide (See Appendix), the reader will observe that only selective questions were asked agency respondents. The answers to these questions are presented in the form of case studies.

> Agency # 1. The representative was of the opinion that transit advertising offered good coverage at an economical cost and that it maintained a high degree of readership. He especially liked the repetitive effect of outside transit advertising and felt that it was more dynamic than the inside. He also liked the many new merchandising techniques that the industry had developed.
>
> However, in his opinion, the publicity concerning the transit lines' increase in bus fares and schedule restrictions had hurt the medium. He stressed the fact that it was very difficult to sell the idea of using inside transit advertising to his clients. The respondent was reluctant to comment on inside space rates but thought that the outside rates were fair.
>
> He suggested that the industry undertake qualitative research in order to obtain information that could be used to present to clients since they were always asking questions about the characteristics of transit riders.

> Agency # 2. The respondent thought the medium of transit advertising in Knoxville was overshadowed by the outdoor medium. He commented that transit advertising might be good for repetition and coverage but preferred outdoor because it gave greater coverage. His opinion was that a higher income-group of people saw the billboards than rode the buses. He said that it was ob-

vious from reading the newspapers that fewer people were riding the buses, and fewer buses were operating. Thus, the cost of circulation was higher than it had ever been.

If the quality of the circulation could be determined, he commented that he might be influenced to buy the medium (car cards) for some of his clients. However, he first wanted to know the number of buses presently in operation and their schedules.

Agency # 3. This agency representative reported that there were many regional advertisers in Knoxville who did not have adequate advertising budgets. Therefore, it was his opinion that outside bus advertising was the most economical and gave the best results for this type of advertiser. Since the agency did not place any inside transit advertising, the respondent refused comment on inside space rates. The outside cards were preferred because of their low cost and greater coverage. Even though he considered the medium to be supplementary, his opinion was that transit advertising had done a good job for his clients, and he was very favorable toward the medium. The respondent concluded, however, by saying that there was a lack of enthusiasm toward the medium among the advertisers.

Agency # 4. The representative of the fourth agency said that outside bus advertising gives repetition and is a moving billboard, but that it did not have the coverage or effectiveness of outdoor advertising in Knoxville. The respondent added that the medium was a marginal medium; that is, money was spent on it only after time and space in the major media had been bought. However, he rated it equal to radio as to its effectiveness. It was his opinion that car card advertising was not too good in the city because of the decline in ridership and considered the space rates too high for the circulation received.

Agency # 5. This agency man liked the repetition and reminder effect of outside bus advertising, especially for downtown advertisers but felt that its circulation was not as great as the outdoor medium in Knoxville. He commented that at one time outside bus advertising did a better job because of its novelty, but now this was not true since the advertising companies place signs all over the bus.

He did not care for car card advertising since newspaper publicity about the local transit system losing money along with the figures obtained from Standard Rate and Data Service, Inc., had firmly convinced him that bus ridership was declining rapidly in Knoxville. Therefore, he didn't think that inside bus advertising was worth the money for this reason. The respondent ended the interview by saying that more people were driving and riding in automobiles than ever before which gave outdoor advertising a greater circulation.

In evaluating the information obtained from agency respondents in regard to transportation advertising, it should be emphasized that their attitudes and opinions tend to influence the decisions of their clients in the use of the medium.

CHAPTER VI

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The history of transportation advertising from its inception in 1850 to the present time is summarized in this chapter. A summary of the study made in January, 1958, of the medium in Knoxville, Tennessee, and of the conclusions reached and recommendations made as a result of this study then follows. Finally, further studies are suggested concerning the characteristics of transit riders in the city of Knoxville and the degree of readership the advertising displays receive from transit riders.

Historical Summary

Early records indicate that transportation advertising had its beginning in 1850 when Lord & Taylor, a department store, advertised in the horse cars of New York City. During the years 1850 to 1900 the medium slowly developed as a by-product of public transportation under the guidance of street-car conductors who first sold the space as a side-line and later became full-time advertising operators. In the 1880's, transportation advertising firms were organized, and the medium was sold on a local basis under contractual arrangements. Not until 1889 was the medium sold on a national basis through the firm of Carleton & Kissam, which had offices in principal cities. With the coming of the electric street car in the late 1880's, and the invention of the Randall Card Rack in 1890, the firm of Carleton & Kissam introduced method and order

in car card advertising. The firm of Ward and Gow was credited with making the earliest effort to establish a national sales agency which, by 1899, was able to offer advertising in 14,000 street cars in ninety-three cities by making use of a local agent in each city.

From 1900 to 1940 the history of transportation advertising was the history of Barron Collier. During this period Collier amassed an advertising fortune through companies that operated in all phases of the car card business. Although there is little doubt that transportation advertising was advanced during the Barron Collier era, it is argued that Collier's business ethics and trade practices hurt the medium's prestige and acceptance in the long run. With Collier's death in 1939, and the bankruptcy of his companies in 1940, the medium and the industry found itself in a disorganized condition.

During the 1940's new industry leaders with their independent operations, along with the National Association of Transportation Advertising, Inc., restored the medium to a status of acceptance. The formation of Mutual Transportation Advertising, Inc., in 1949 gave further impetus to the growth of the medium.

Throughout the greater part of the history of the medium, its revenue seemed to follow the fluctuations of the transit industry. In other words, a decline in transit ridership resulted in a decline in transportation advertising revenue. However, it is significant that from 1950 to 1956 transportation advertising revenue varied inversely with the total number of transit passengers carried in this country. This set a precedent in the history of the medium and possibly suggests that the industry today, with its experienced leaders, fine trade association, and well-organized

selling forces, is approaching the stability and maturity of its well-established competitors.

Conclusions

The conclusions presented in this section are based on the findings in the preceding chapter and must be considered in context of the limitations suggested by the scope of the study in Chapter I. The conclusions are enumerated under the appropriate headings as outlined in the statement of the general problem.

Classification of Local Transit Advertisers

The study indicated that there were many different types of businesses which used the medium of transportation advertising to promote a variety of products and services. The types of businesses included two television stations and one radio station whose principal revenues were also derived from advertising.

Major Media Used in Advertising Program in 1957

Newspapers were employed by all but two of the thirty-six advertisers in 1957. The majority of the companies also employed radio, while only about half used television and outdoor advertising. Since twenty-six of the companies used transit advertising in 1957, it is concluded that transit advertising competed for the advertiser's dollars to a degree with four other major media in that year.

Ranking of Media According to Advertising Expenditures in 1957

Approximately 88 per cent of the advertisers that used transit advertising in 1957 ranked the medium second, third, fourth, fifth, or sixth based on the amount of money expended for advertising during 1957. On the other hand, 12 per cent of the companies reported they spent more money on transportation advertising than they spent on any other media. While this does not measure advertising effort, it does indicate the economic importance of the medium in Knoxville, Tennessee. This analysis suggests that the medium of transportation advertising was marginal and supplementary, since most of the advertisers spent more money on another medium, or in most instances, other media.

Present Usage of the Medium

The study indicated that 50 per cent of the advertisers interviewed were not using transit advertising as of January, 1958. Further analysis revealed that this percentage comprised seven inside users and eleven outside users who had discontinued the medium for some reason or another.

Number of Inside and Outside Users

There were more than twice as many advertisers who employed the advertising displays on the outside of transit vehicles as there were who used the advertising displays on the inside of the transit vehicles. These findings clearly indicated that the advertisers in Knoxville have a strong preference for the outside transit displays.

Reasons Given for Using the Medium

Extensive coverage at a reasonable cost and the repetitive effect

of the medium were the principal reasons given by advertisers for using outside transit displays. The reasons given by four advertisers (only four out of eleven users commented as to why they used car cards) who used car cards did not follow any general pattern but were related to such ideas as: reaching potential customers; experimenting with the medium; cooperative arrangement with parent company; and a merchandising feature of a radio station.

Reasons Given for Not Using the Medium

A few advertisers who stopped using outside transit displays gave such reasons as: too many signs plastered on the exterior of the buses; the medium did not reach potential customers; and they received no comments or measurable results from using the medium. However, the majority of the advertisers did not discontinue the medium because they were dissatisfied with the results obtained from its use but for such reasons as: policy of advertiser to change media annually; belief of advertiser that a change of media was needed; change of advertising objectives, recession in business; and dissatisfaction of service received from transportation advertising company.

In regard to the advertising on the inside of transit vehicles, six of seven advertisers discontinued its use because of a noticeable decline in the number of bus passengers in recent years as evidenced by the publicity in the newspapers concerning the operations of the local transit company. The advertisers concluded that the inside space rates were too high relative to the decline in transit riders during the recent years.

Advertisers' Objectives in Using the Medium

The principal objectives of both local retail concerns and manufacturers in using the medium of transit advertising were to keep the name of the organization and its branded products or services before the public thereby increasing its prestige and gaining consumer acceptance of its products or services.

Frequency and Reasons for Copy Changes of Transit Displays

The majority of users of outside cards changed copy either monthly or every two months. All inside users changed copy either monthly, quarterly, or every two months. It is concluded from this analysis that the copy of both outside and inside transit card displays was changed often enough by advertisers to keep new and different appeals before the eyes of the readers.

The fifteen advertisers that used the outside painted displays on an annual basis did not change copy during the one year period. Since flexibility of this kind of copy could only be obtained at a high cost, the advertiser was limited in his use of suc advertising displays. However, it is the intention of the transportation advertising company to have King Size Posters available to advertisers in t e Knoxville area by early 1958. This type of outside display permits flexibility of copy at a lower cost.

Problems Encountered in Contracting For and Using the Medium

The majority of advertisers and advertising agency executives encountered no major problems in contracting for or in using the medium of

transit advertising. Minor problems mentioned by the respondents included:

1. the exterior of the buses which carried the outside cards and painted displays were dirty;
2. the lack of standardization of outside space on the vehicles of various transit companies;
3. the expense involved in frequent changes of copy; and
4. the lack of knowledge on the part of advertisers as to what section of the city their advertisements reached.

Evaluation of the Service Received from the Transportation Advertising Company

With one exception, every advertiser and agency representative were completely satisfied with the cooperation and service received from the transportation advertising company.

Effectiveness of Advertising Media

Only five of the thirty-six advertisers interviewed considered transit advertising as being the best medium to promote their products or services. These five advertisers used only the displays on the exterior of the transit vehicles. This analysis added support to the conclusions that the advertisers preferred the outside bus displays over the inside bus displays, and considered the medium marginal and supplementary in their promotional programs.

Attitude Toward Media Rates

The majority of outside transit advertisers considered the space rates for advertising displays on the exterior of the buses just about right. However, ten of the eleven inside users thought that the space

rates for the advertising on the interior of the transit vehicles were too high in view of the decline in bus riders. This analysis tended to verify the conclusion previously reached by transit advertisers that inside space rates were too high.

Advertisers' General Opinions of Transportation Advertising

Of the twenty-six outside users, twenty-two were satisfied with the results obtained from its use. It was concluded that the advertising on the outside of the buses occupied a place of importance in the promotional programs of the local transit advertisers in the city of Knoxville, Tennessee. However, the majority of outside users considered transit advertising to be a minor medium which supplemented the major media.

There were thirty out of thirty-six advertisers interviewed who considered the displays on the inside of the buses to be of little or no value to them for the reasons stated below.

1. Decrease in the number of bus passengers.
2. Space rates too high and not adjusted to circulation.
3. Doubtful readership.
4. Does not reach potential customers.

Thus, it was concluded that car card advertising did not occupy a place of importance within the promotion program of the local transit advertisers in the city of Knoxville, Tennessee.

Agency Opinion

The findings obtained from interviews with five advertising agency

respondents are summarised below.

1. Every agency respondent preferred outside transit advertising over inside transit advertising with all but one commenting that the latter was not too effective because of the decrease in the number of bus passengers.

2. There were three agency respondents who expressed the opinion that space rates for car cards were too high; the two other respondents did not comment on the inside space rates.

3. There were three agency respondents who suggested that a research study as to the characteristics of transit riders would be of value to them and their clients.

It is significant that three of five agency respondents also considered outdoor advertising a better medium in Knoxville than the advertisi on the exterior or interior of the transit vehicles. This opinion was based on the belief that outdoor advertising was exposed to a greater number of people. These findings add further support to the conclusions already reached.

Recommendations

Ridership statistics have shown that there has been a consistent decline in the total passengers carried by the vehicles of Knoxville Transit Lines during recent years. From 1954 to 1957 alone, there has been a 33 per cent decrease in transit ridership. The findings of the study clearly indicated that this consistent decline in passenger traffic has affected the attitudes and opinions of the advertisers and representatives of advertising agencies concerning the use of transportation advertising. More specifically, the advertisers and agency representatives expressed the opinion that the space rates for the advertising on the

inside of transit vehicles were too high considering the decrease in the number of bus riders. It must be emphasized that these attitudes and opinions are the factors that influence the decisions of the advertisers and agency executives in choosing a particular medium to promote certain products or services.

In view of these findings, it is recommended that space rates for the displays on the inside of the transit vehicles in Knoxville, Tennessee, be adjusted to the declining circulation of transportation advertising. Furthermore, it should be noted that no such adjustment has been made within the last three or four years.

In the past, other media have been faced with similar circumstances. For example, radio took a dip in popularity when television invaded the field of advertising. One of the ways the local radio executives met this problem was to lower time rates for their medium. As a result, local radio advertising has regained much of its lost popularity.

The decreasing transit passengers is a problem of Knoxville Transit Lines. Like any other business, the solution to an internal problem is the responsibility of the company executives. Likewise, the solution to the decline in ridership is the responsibility of the transit executives, not the transportation advertising executives. Since this is the transit company's problem, the loss of revenue incurred by the transportation advertising company when forced to lower its space rates should be compensated by an adjustment in lease arrangements. In other words, as space rates for transportation advertising are adjusted to the decrease in the number of bus riders, then there should be a corresponding adjustment in the amount paid by the transportation advertising company to the transit

company.

These recommendations warrant serious consideration from both the transportation advertising company and the local transit company.

Suggestions for Further Studies

It is suggested that a study be made concerning the characteristics of transit riders in Knoxville, Tennessee. Also, it is believed that another study should be made as to just how many of the transit riders actually read the cards. These studies would do much to stimulate the interest of advertisers and agency representatives toward the medium of transportation advertising.

However, the studies should be made only after the decrease in transit ridership has leveled off or started an upward trend. As of now, advertisers and agency executives are mainly interested in the quantity of the circulation of transportation advertising, and not the quality.

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APPENDIX

A STUDY OF TRANSPORTATION ADVERTISING IN KNOXVILLE

Interview No. _____

PART I

General Advertising Data

1. Does (did) your firm, company, or institution make use of an advertising agency? (i.e., to place transit advertising)

   Yes_____ No_____

   a. If yes, what is (was) the name of the advertising agency?

   Name_____

2. Which of the following actually selects and schedules the advertising media to be used in the company's advertising program?

   Advertising Agency_____ Own Company_____ Both_____

3. Please designate which of the following advertising media is used by your company by giving its numerical ranking according to the amount of money spent on each in 1957.

Media Used	Numerical Ranking According To Annual Expenditures
Radio	_____
Television	_____
Transportation Advertising (car cards, traveling displays, etc.)	_____
Newspapers	_____
Magazines	_____
Outdoor (billboards, painted signs, etc.)	_____
Direct Mail	_____

_____

PART II

1. In regard to the medium of transportation advertising, which of the following best describes your usage of it?

   _____ Using It More Than Ever

   _____ Using It Less Than In The Past

   _____ Using It About the Same as Ever

   _____ Not Presently Using It

1. (continued)

   a. Please explain the reasons for the above statement checked.

2. What is the specific advertising objective(s) you are (or were) trying to achieve by using the medium of transportation advertising?

*3. What specific advantages do you think transportation advertising has offered you as an advertiser? (as compared to other media)

4. In general, how frequent do you (or did you) change the advertising cards or painted displays in using the medium of transportation advertising?

   Weekly_____ Monthly_____ Quarterly_____

   Semi-annually_____ Annually_____

   a. What are (were) usually the reasons for these changes?

_____

PART III

Opinions Survey

1. Based on your experience in the advertising field, per dollar expended what is the best advertising medium or media for your product or service?

*2. Do you believe that advertising rates for the following media listed below are too high, too low, or just about right?

Magazines	Too High	Too Low	About Right
Newspapers	_____	_____	_____
Radio	_____	_____	_____
Transportation (outside)	_____	_____	_____
Transportation (inside)	_____	_____	_____
Television	_____	_____	_____
Outdoor	_____	_____	_____

*3. Is there anything you particularly like about the medium of transportation advertising?

*4. Is there anything you particularly dislike about the medium of transportation advertising?

*5. Are there any particular questions that you would like to have answered about the medium of transportation advertising?

*6. Based on your experience with the medium of transportation advertising which of the following statements best describes the service you have received from the transportation advertising company?

Excellent_____ Fair_____ Good_____ Poor_____

*7. Have you encountered any problems in contracting for and in using the medium of transportation advertising? Please explain.

*Denotes questions which were also asked of agency respondents.

PART IV

Classification Data

Name of Company or Agency_____
Address_____

Name of Respondent_____
Position with Company or Agency_____

Trade Classification of Company_____

Date of Interview_____

FORM O&B–3

BUS ADVERTISING ORDER

O'Ryan & Batchelder, Inc.
276 Walnut Street
Memphis, Tennessee

Date_____ 19____

Gentlemen:

Please accept this order for_____ showing of_____ "high x_____" wide cards for

_____ months inside/outside commencing_____ in/on the buses of the

For which we agree to pay you the sum of $_____ per month in accordance with your published terms.

Product or service to be advertised_____

Agency:_____

_____

_____

Accepted in Memphis, Tennessee
by O'RYAN & BATCHELDER, INC.

By_____
Authorized Signature

Signed in duplicate

_____

_____

Street Address_____

City and State_____

TERMS AND CONDITION OF SERVICE

O'Ryan & Batchelder, Inc., is herein called "the advertising company" and the advertiser signing this order is called "the advertiser."

1. The advertiser shall at its expense furnish the number of cards required for this order and shall deliver them to the places designated by the advertising company, shipping charges prepaid, not less than ten days prior to the date for display. A change of cards once each month is allowed without extra charge. In case of loss of service due to failure of the advertiser to furnish cards in time for installation as provided in this order, the advertising company shall be allowed five days from the date of receipt of the cards to complete installation without responsibility for resulting loss of service, but at the option of the advertising company service may be deemed to commence on the date of installation and shall be paid for from that date and for the term provided by this order.

2. The text and illustrations on cards are subject to approval by the advertising company and the transit companies in whose equipment they are to be displayed.

3. Loss of service due to strike, lockout, fire, flood, riot, loss of right to display in the equipment of transit companies or other causes beyond the control of the advertising company, or omission of a reasonable number of cards or delay in commencing service shall not constitute a breach of this order, but in the event of such loss of service the advertiser shall be entitled to additional service, or an extension of the term of service or to a pro-rata refund equivalent to such loss.

4. An affidavit of service shall be furnished by the advertising company from its records on request of the advertiser. Such affidavit shall be accepted as prima facie proof of the display of advertising subject to the right of the advertiser to show any error in such affidavit.

5. This order is not assignable by the advertiser.

6. This order shall not be binding until accepted by an officer of the advertising company and upon acceptance shall constitute a contract between the parties. It contains all of the representations and agreements by the parties and no representation or promise not set forth herein shall affect the obligation of the parties hereunder.

Figure 9. Standard Advertising Contract for Car Cards and Traveling Displays, O'Ryan & Batchelder, Inc., 1957.

FORM O&B–4

TRANSIT SPECTACULAR DISPLAY
and
COPY, PAINT AND MAINTENANCE ORDER

Date_____, 19____

O'Ryan & Batchelder, Inc.
276 Walnut Street
Memphis, Tennessee

Gentlemen:

Please accept this order for_____Transit Spectaculars for_____months commencing_____on the buses of the

For the DISPLAY OF ADVERTISEMENTS on the buses we agree to pay you the sum of $_____ per month per Transit Spectacular in accordance with your published rates.

In addition, we agree to pay the sum of $_____per month for art work, paint, and maintenance.

Combined Cost Per Month $_____

Agency:_____

_____

_____

Signed in duplicate

_____

_____

Street Address_____

City and State_____

Accepted in Memphis, Tennessee
by O'RYAN & BATCHELDER, INC.

By_____
Authorized Signature

Product or service to be advertised_____

TERMS AND CONDITION OF SERVICE

1. The advertising company shall, at its expense, have the advertiser's original copy painted on the vehicle and maintained during the life of this agreement.

2. Text, illustrations and kind of paint to be used are subject to the approval of the advertising company and the transit company or companies on whose equipment signs are to be painted.

3. Loss of service due to strike, lockout, fire, flood, riot, accident, loss of right to control the sale of space on the equipment of the transit companies beyond the control of the advertising company, or delay in commencing service shall not constitute a breach of this order, but in the event of such loss of service the advertiser is entitled to an extension of the term of service or to a pro-rata refund equivalent to such loss. Any loss of service for any cause in excess of four consecutive days due to any cause shall be considered a loss under the terms of this paragraph and any loss of service not in excess of four consecutive days shall not be construed a loss of service.

4. The advertising company assumes the responsibility to pay for the cost of repainting any sign damaged by accident to the vehicle and if the vehicle is out of service beyond a reasonable length of time, to cause to have the advertiser's sign placed on another similar vehicle, designated for similar service.

5. An affidavit of service shall be furnished by the advertising company from its records on request of the advertiser. Such affidavit shall be accepted as prima facie proof of the display of advertising subject to the right of the advertiser to show any error in such affidavit.

6. This order is not assignable by the advertiser.

7. This order shall not be binding until accepted by a representative of the advertising company authorized to accept same and upon acceptance shall constitute a contract between the parties. It contains all of the representations and agreements by the parties and no representations or promises not set forth herein shall affect the obligations of the parties hereunder.

Figure 10. Standard Advertising Contract for Transit Spectaculars and King Size Posters, O'Ryan & Batchelder, Inc., 1957.

BILLING NOTICE (Check Applicable Item)

☐ New Contract ☐ Renewal ☐ Cancellation
☐ Suspension ☐ Change in Service

NEW OR PRESENT CONTRACT (☐ Local, or ☐ National)

Advertiser:

Agency:

Product: Do we furnish cards? ____ (Yes or No)

Service and Term (Give position if outside):

SALES REPRESENTATIVE RATE OF COMM. % on $ =$

EFFECTIVE DATES

CHANGE OF SERVICE (Describe new service)

BILLING ANALYSIS (Bill to ☐ Advertiser, or ☐ Agency)

Analyze new contract, short term charge, or any change affecting previous analysis

Transit Co.	SPACE Spec.	Outside	Inside	Total	Prod'n.	Labor	Total
Totals							

Gross ____ Agency ____ (on ____) Rep. ____ Net ____

REMARKS

Contract signed by ____, with ☐ Agency, or ☐ Advertiser

Salesman ____ Credit approved by ____

Order approved by ____ Date approved ____

Figure 11. Billing Notice, O'Ryan & Batchelder, Inc., 1957.

INSIDE ADVERTISERS	CON-TRACT	SIZE	LENGTH	EXPIR-ATION	AMOUNT

TRAVELING DISPLAYS	CON-TRACT	SIZE	EXPIR-ATION	AMOUNT

TRANSIT SPECTACULARS	QUANTITY	EXPIR-ATION	AMOUNT

OFFICE CITY DATE SIGNED

TRANSIT SPECTACULAR	CON-TRACT	EXPIR-ATION	AMOUNT	CONTRACTS TO BEGIN IN FUTURE	SPACE	TO BEGIN

REMARKS:

Figure 12. Space Occupancy Report, O'Ryan & Batchelder, Inc., 1957.

INSTALLATION INSTRUCTIONS

Cards of (Advertiser) _____

Text (or Serial No.) _____ size _____" by _____"

were shipped on (Date) _____ via _____

from (Printer) _____ and are to be shown

on (Date) _____ until (Date) _____.

Cards were shipped to the following cities:

CITY	SHOWING	NUMBER OF CARDS SHIPPED

Special Instructions:

Signed _____ Date _____

Address _____

Figure 13. Installation Instructions, O'Ryan & Batchelder, Inc., 1957.

REPORT OF

☐ INSTALLATION ☐ CHANGE ☐ REMOVAL

(CHECK APPLICABLE ITEM)

ADVERTISER: _____ CIT _____ ☐ LOCAL ☐ NATIONAL

SERVICE: _____ { CARDS / TRAV. DISP. / SPECS. } IN _____ { BUSES / TRACKLESS TROLLEYS }

ACTION SCHEDULED _____ (DATE) STARTED _____ (DATE) COMPLETED _____ (DATE)

_____ (NO.) { CARDS / TRAV. DISP. / SPECS. } RECEIVED _____ (DATE). _____ (NO.) SETS. _____ (NO.) EACH SET.

_____ (NO.) PLACED. TEXT OF DISPLAY: _____

REMARKS:

SIGNED _____

CITY _____ DATE _____

Figure 14. Report of Installation, Change, or Removal of Transportation Advertising Displays, O'Ryan & Batchelder, Inc., 1957.