**Advertising History 1704-1999 (usa)**

Archaeologists have discovered the beginnings of advertising as far back as 3000BC, where the Babylonians utilized outdoor display advertising with signs painted on the sides of buildings. From there, many examples of such outdoor advertising have been found in the ancient cities of Rome and Pompeii.

Medieval times gave rise to the “town criers,” who would circulate about a city or town announcing the local news and public notices, along with “paid commercials” from the local merchants. These town criers also appeared on the streets of colonial America and could aptly be called the predecessors to the modern day radio and television announcers.

Although the original forms of outdoor graphic advertising existed very early in history, it wasn’t until the invention of the movable-type printing press by Gutenberg in 1436 that the mass production of circulars became possible.

1704 - The first newspaper advertisement, for a Long Island estate, is published in the Boston News-Letter.

1729 - Benjamin Franklin publishes the Pennsylvania Gazette in Philadelphia, which includes “new advertisements.”

1742 - Benjamin Franklin's General Magazine prints the first American magazine ads.

1784 - The Pennsylvania Packet & Daily Advertiser, America's first successful daily newspaper, starts in Philadelphia.

1833 - Benjamin Day publishes the Sun, the first successful “penny newspaper” in New York. By 1837, circulation reaches 30,000, making it the world's largest newspaper.

1841 - Volney Palmer opens the first advertising agency in Philadelphia and is popularly credited with creating the term “advertising agency.”

1864 – William James Carlton founds Carlton & Smith in New York City specializing in selling advertising space in religious magazines.

1868 - Francis Wayland Ayer opens N.W. Ayer & Son (named after his father) in Philadelphia and implements the first commission system based on “open contracts.” His clients include Montgomery Ward, John Wanamaker Department Stores, Singer Sewing Machines and Pond’s Beauty Cream.

1873 - The first convention of advertising agents is held in New York.

1877 - James Walter Thompson buys Carlton & Smith from William J. Carlton (pays $500 for the business and $800 for the furniture) and renames the company after himself and moves into general magazine advertising. Popularly credited with inventing the position of account executive and is known as the “father of modern magazine advertising.”

1880 - Department store founder John Wanamaker is the first retailer to hire a full-time advertising copywriter, John E. Powers.

1881 - Daniel M. Lord and Ambrose L. Thomas form Lord & Thomas in Chicago. The firm eventually becomes Foote, Cone & Belding.

1882 - Procter & Gamble Co. begins advertising Ivory soap with an unprecedented budget of $11,000.

1883 - Cyrus H.K. Curtis launches Ladies' Home Journal with his wife, Louisa Knapp Curtis, as editor.

1886 - N.W. Ayer promotes advertising with the slogan "Keeping everlastingly at it brings success."

1887 - The American Newspaper Publishers Association is formed.

1891 - The George Batten Co. opens.

1892 - Ladies' Home Journal bans patent-medicine advertising.

1892 - N.W. Ayer hires its first full-time copywriter.

1893 - Asa Briggs Chandler registers Coca-Cola as a trademark.

1893 - Frank Munsey drops the price of Munsey's Magazine to 10¢ and the cost of subscriptions to $1, marking the first attempt at keeping a magazine afloat by advertising revenue rather than newsstand sales.

1893 - George P. Rowell of Boston founds Printer's Ink, a magazine that serves as the "little schoolmaster in the art of advertising."

1898 - N.W. Ayer helps National Biscuit Co. launch the first prepackaged biscuit, Uneeda, with the slogan "Lest you forget, we say it yet, Uneeda Biscuit." Eventually, the company launches the first million-dollar advertising campaign for Uneeda.

1899 - Campbell Soup Co. makes its first advertising buy.

1899 - J. Walter Thompson Co. is the first agency to open an office in the U.K.

1899 - The Association of American Advertisers, predecessor to the Association of National Advertisers, is formed

1900 - N.W. Ayer establishes a Business-Getting Department to plan advertising campaigns based on prospective advertisers' marketing needs.

1904 - The Associated Advertising Clubs of America, a group of agencies, advertisers and media representatives, is formed.

1906 - W.K. Kellogg places his first ads for Corn Flakes in six midwestern newspapers. By 1915, he is spending $1 million on national advertising.

1906 - Congress passes the Pure Food & Drug Act, forcing product labels to list the active ingredients.

1911 - Standard Oil, after being dissolved by the Supreme Court, invites Harrison King McCann to form an agency to service its dispersed divisions.

1911 - A group of large agencies forms the Association of New York Agents, predecessor to the American Association of Advertising Agencies.

1911 - For the first time in its history, P&G pays an outside agency, J. Walter Thompson Co., to launch Crisco, its new vegetable shortening.

1911 - Woodbury Soap breaks its "The skin you love to touch" campaign in the Ladies' Home Journal, marking the first time sex appeal is used in advertising.

1914 - The Audit Bureau of Circulations is formed, standardizing auditing procedures and tightening up definitions of paid circulation.

1914 - The Federal Trade Commission Act is passed, and Joseph E. Davies is named the first FTC chairman. Section 5 allows it to issue cease-and-desist orders against dishonest advertising.

1916 - J. Walter Thompson retires; Stanley Resor and a group of colleagues buy him out for $500,000. Resor becomes president, establishes a market research department and closes the London office to save costs.

1916 - A group of agencies forms the National Outdoor Advertising Bureau, which eventually controls about three-quarters of the outdoor national advertising in America.

1917 - The American Association of Advertising Agencies, the first agency trade association, is established with 111 charter-member agencies.

1919 - Barton, Durstine & Osborn opens in New York.

1920 - KDKA, Pittsburgh, becomes the first radio station in the U.S. and is the first to broadcast the results of the 1920 presidential election.

1921 - Bozell & Jacobs opens in Omaha.

1922 - AT&T's station WEAF in New York offers 10 minutes of radio time to anyone who would pay $100. The Queensboro Corp., a Long Island real estate firm, buys the first commercials in advertising historyófour: 15 spots at $50 apiece. Following the ads extolling Hawthorne Court, a new tenant-owned apartment complex in Jackson Heights, sales total thousands of dollars.

1923 - Theodore F. MacManus helps Walter Chrysler launch his new car, the Chrysler Six.

1923 - National Carbon Co.'s "Eveready Hour" is the first regular series of broadcast entertainment and music to be sponsored by an advertiser.

1923 - John Orr Young and Raymond Rubicam form Young & Rubicam in Philadelphia. They move to New York at the request of General Foods in 1926.

1924 - Goodrich Tires sponsors the first hourlong show over a network of nine radio stations.

1925 - The National Better Business Bureau is organized.

1926 - Radio Corp. of America buys New York radio station WEAF from AT&T and renames it WNBC. It forms the first radio network with 19 stations within the year, and the National Broadcasting Co. is launched.

1927 - The Federal Radio Commission is established.

1927 - Columbia Broadcasting System, a second major radio network, is launched.

1928 - Lintas (Lever International Advertising Services) is formed as a house agency for Unilever in England, Holland and Germany.

1928 - Barton, Durstine & Osborn merges with the George Batten Co., forming Batten, Barton, Durstine & Osborn. With billings of $32 million, it becomes one of the biggest shops.

1928 - "The Lucky Strike Dance Orchestra" show, later renamed "Your Hit Parade," debuts over 39 NBC stations.

1929 - Following the stock market crash, advertising spending plummets. From its high of $3.5 billion, it sinks to $1.5 billion by 1933.

1929 - William Benton and Chester Bowles open Benton & Bowles.

1929 - American Tobacco Co. spends $12.3 million to advertise Lucky Strikes, the most any company has ever spent on single-product advertising.

1930 - Advertising Age is launched in Chicago..

1932 - George W. Gallup joins Y&R as director of research and develops a widely syndicated opinion poll.

1932 - William Esty leaves JWT to start his own agency.

1935 - Leo Burnett leaves Erwin, Wasey to start his own agency in Chicago.

1936 - Life publishes its first edition. It later becomes the first magazine to carry $100 million annually in advertising.

1938 - Congress passes the Copeland Bill, which gives the Food & Drug Administration regulatory powers over the manufacture and sale of drugs.

1938 - Radio surpasses magazines as a source of advertising revenue.

1939 - NBC experiments with a telecast of TV's first baseball game, Princeton vs. Columbia.

1940 - Ted Bates leaves Benton & Bowles to start his own agency, taking the Wonder bread and Colgate dental cream accounts.

1941 - With 7,500 TV sets in New York City, NBC's WNBT begins telecasting July 1. The first TV spots, featuring a Bulova watch that ticks for 60 seconds, air as open- and close-time signals for the day's schedule.

1942 - The War Advertising Council is organized to help prepare voluntary advertising campaigns for wartime efforts. The council garners $350 million in free public service messages. After the war it is renamed the Advertising Council.

1943 - Albert Lasker liquidates his stock in Lord & Thomas for $10 million, and it reopens as Foote, Cone & Belding.

1946 - Frederic Wakeman's "The Hucksters" is published and becomes a bestseller and would later become a film starring Clark Gable.

1947 - JWT becomes the first agency to surpass $100 million in billings.

1948 - Hewitt, Ogilvy, Benson & Mather is launched.

1949 - Doyle Dane Bernbach opens its doors.

1952 - The FCC lifts its ban on new TV stations after problems of signal interference are worked out.

1952 - The Advertising Research Foundation endorses A.C. Nielsen's machine-based ratings system for TV.

1952 - CBS opens its Television City production facilities in Hollywood.

1953 - The Advertising Research Foundation is established.

1954 - CBS becomes the largest advertising medium in the world.

1955 - The Marlboro Man campaign debuts.

1956 - Videotape recording makes prerecorded commercials possible.

1957 - In what would be one of the great marketing disasters of automotive history, Ford Motor Co. introduces the Edsel.

1957 - Vance Packard's "The Hidden Persuaders," a potent attack on advertising, is published. It stays on the bestseller list for 18 weeks.

1958 - The National Association of Broadcasters bans subliminal ads.

1960 - Doyle Dane Bernbach introduces the "creative team" approach of combining a copywriter with an art director to create its "Think small" campaign for Volkswagen.

1960 - Papert, Koenig, Lois is launched. In 1962, it becomes the first agency to go public.

1960 - McCann restructures its agencies under the banner of Interpublic Group of Cos., allowing it to handle competing accounts under one corporate roof.

1962 - David Ogilvy publishes "Confessions of an Advertising Man."

1963 - "The Pepsi Generation" kicks off the cola wars.

1964 - After the U.S. surgeon general determines that smoking is "hazardous to your health," The New Yorker and other magazines ban cigarette ads.

1964 - Ogilvy, Benson & Mather merges with London-based parent company Mather & Crowther, to form Ogilvy & Mather.

1964 - NBC drops its ban on comparative advertising. ABC and CBS don't follow suit until 1972.

1966 - Following a string of account losses, Rosser Reeves, Ted Bates' first creative chief and promoter of advertising that offers a "unique selling proposition," resigns at age 55.

1967 - Wells, Rich, Greene is established. Mary Wells is the first woman to head a major agency.

1970 - With Interpublic in financial disarray, Marion Harper Jr. resigns in disgrace.

1970 - Saatchi & Saatchi is established in London.

1971 - Congress prohibits broadcast advertising of cigarettes.

1971 - The Four A's, ANA and American Advertising Federation launch the National Advertising Review Board to monitor questions of taste and social responsibility in advertising.

1975 - The Federal Trade Commission Improvements Act gives the agency clear power to set industrywide rules and to take knowing violators to federal court to seek civil penalties.

1976 - The Supreme Court grants advertising First Amendment protection.

1980 - Ted Turner creates CNN.

1980 - Congress removes the FTC's power to stop "unfair" advertising.

1981 - MTV debuts with frenetic video images that change the nature of commercials.

1982 - Gannett Co. launches USA Today.

1986 - Needham Harper Worldwide, BBDO International and Doyle Dane Bernbach merge to create Omnicom Group, the largest advertising company in the world.

1986 - Saatchi & Saatchi buys Ted Bates Worldwide, becoming the world's largest agency holding company.

1986 - Bozell & Jacobs merges with Kenyon & Eckhardt.

1987 - Martin Sorrell sells more than $500 million worth of new shares in WPP Group, allowing him to pay almost $600 million for JWT in the industry's first hostile takeover.

1987 - Saatchi & Saatchi merges Backer & Spielvogel with Bates to form Backer Spielvogel Bates.

1988 - WPP acquires the Ogilvy Group for $864 million, the highest price paid for an agency.

1993 - The Internet becomes a reality as 5 million users worldwide get online.

1993 - Philip Morris announced plans to cut the price of its flagship Marlboro brand and heavy up on promotional outlays. The move, coined "Marlboro Friday," plunged Philip Morris' shares 23% and reverberated to other package goods stocks.

1994 - In the largest account switch in history, IBM Corp. yanks its business from scores of agencies worldwide and consolidates the entire account with O&M.

1995 - As its share price plunges 30%, Maurice and Charles Saatchi leave the agency they founded in 1970.

1995 - TBWA and Chiat/Day merge.

1995 - Following crises within the organization, Saatchi & Saatchi re-emerges under newly created Cordiant.

1997 - WPP combines the media operations of JWT and O&M to form The Alliance, the largest U.S. media buyer with more than $2 billion.

1997 - Cordiant spins off Saatchi & Saatchi and Bates Worldwide into separate companies.

1998 - Interpublic combines its Western International Media with Initiative Media in Paris to create the world's largest media management shop with $10 billion in billings.

1998 - The Wells agency shuts its doors.

1998 - Cigarette makers and state attorneys general draft a $206 billion deal that curbs marketing and settles lawsuits to recover Medicaid costs.

1999 - Internet advertising breaks the $2 billion mark and heads toward $3 billion as the industry, under prodding from Proctor & Gamble, moves to standardize all facets of the industry.

**You Call This “Working?”**

* Print, Radio, Television, Out-of-Home, and Interactive have all been delivering less impressions for higher CPMs year after year after year for the past 12 years.
* April, 2005 - Bob Garfield, Advertising Age Editor, wrote in a massive article that: “The marketing industry is currently whistling past the graveyard and largely ignoring signs of massive, fundamental changes in how the business of mass marketing will be conducted in the near future. The broadcast TV model is working less well each year and will eventually cave in on itself as it reaches ever-fewer viewers with a fare of low-quality programming and mind-numbing clutter. Marketers will increasingly abandon it.”
* The American Research Foundation presented the results of a survey on receptivity to marketing at the 2004 management conference of the American Association of Advertising Agencies on its findings that negative consumer perceptions of advertising had significantly increased, making the tasks of advertisers and agencies considerably harder.  
    
  The 2005 survey reported that 56 percent of survey respondents said they avoided buying products that overwhelmed them with advertising, up slightly from the 54 percent who said so in the 2004 survey. And 69 percent said they were interested in ways to block, skip or opt out of being exposed to advertising, the same percentage as in the survey last year.  
    
  J. Walker Smith, president at Yankelovich Partners, the market research company that conducted the survey stated that negative consumer attitudes toward advertising "remain the single biggest barrier to improving return on investment for marketing spending. "Until we get better at engaging consumers," he added, "they're going to continue to push back and resist what advertisers are trying to deliver to them."
* June 2005 issue of Harvard Business Review, reporting on the effectiveness of 500 various consumer and B2B marketing programs:

84% resulted in less market share, not more

Most customer acquisition efforts did not break even

Fewer than 10% of new products succeeded

Most sales promotions were unprofitable

Advertising ROI was below 4%

Doubling advertising expenditures for established products increased sales just 1% - 2%

* 2004 GALLUP POLL RESULTS: Americans ranked public service professions highest in honesty and ethics. 1. Nurses; 2. Grade school teachers; 3. Druggists, pharmacists; 4. Military officers; 5. Medical doctors; 6. Policemen; 7. Clergy; 8. Judges; 9. Day care providers; 10. Bankers; 11. Auto mechanics; 12. Local officeholders; 13. Nursing home operators; 14. State officeholders; 15. TV Reporters; 16. Newspaper reporters; 17. Business executives; 18. Congressmen; 19. Lawyers; 20. Advertising practitioners; 21. Car salesmen
* **According to Nielsen, network TV audience has eroded an average of 2% a year for a decade, although in the same period the U.S. population increased by 30 million. The cost of reaching 1,000 households in prime time has jumped from $7.64 in 1994 to $19.85 in 2004. U.S. household broadband penetration has gone from 8% in March 2000 to an estimated 56% in March of this year, according to Nielsen/NetRatings.**

A Nielsen Media Research analysis of the most popular terrestrial network shows' ratings over the past five years indicates that there has been a total 17.4 percent decrease in audience-viewing.

* **A 2000 Veronis Suhler Stevenson survey showed that Americans devoted an average of 866 hours to broadcast TV annually and 107 to the Internet, a ratio of 8:1. The projection for 2005 had the TV/Internet ratio at 785 hours to 200, or just under 4:1.**
* **Five percent of U.S. homes are equipped with TiVo or other digital video recorders, and not only does time-shifting of favorite programs render network schedules irrelevant, 70% of DVR users skip past TV commercials.**
* Following the development of computer models for estimating frequency distributions, media planners have searched for a simple method of utilizing distributional information in media planning. The most popular is effective frequency planning (EFP). However, recent research has challenged the value of the EFP approach. Indeed, EFP presents an enormous paradox. On one hand, it is widely used by media planners. On the other hand, it appears to be severely flawed as a method. Hugh M. Cannon, Wayne State University; John D. Leckenby, University of Texas at Austin; Avery Abernethy, Auburn University. Journal of Advertising Research, November/December 2002
* BusinessWeek online, March 1, 2004 - For decades, Coke was the master of the 30-second TV spot: Advertising Age ranked Coke's classic "Hilltop" and "Mean Joe Greene" ads as two of the best ever. But thanks to media fragmentation and the growing use of devices like TiVo that let viewers skip ads altogether, megamarketers can now hit no better than 15% of the population with an ad in prime time -- far less than the 40% reached as recently as the mid-1980s. Coke signaled the shift early last year when President Steven J. Heyer rattled Madison Avenue with a speech warning that "the days of mass, homogeneous marketing are behind us."  
    
  While management won't discuss how it allocates its marketing dollars, ad trackers TNS Media Intelligence/CMR estimates (TNN) that last year through October Coke spent just $188.7 million on TV advertising in the US, a sharp drop from $268.1 million in 2001.
* June 1, 2004 - A new report released by Deutsche Bank, which examined 23 major household, personal-care, food and beverage brands, found only 18% of the brands studied generated a positive return on investment (ROI) from TV advertising for periods of one year or less, and less than one-half, 45%, saw their ROI pay off in the long term.

On July 1, 1941, commercial broadcasting was finally authorized by the FCC. **NBC begin broadcasting with a 10 second Bulova Watch commercial.** This first commercial, which simply showed the face of a Bulova watch, gave the network a profit of $7.00 and was unquestionably **The Greatest Commercial of All Time**. Now act like you know.

**The E-Commerce Market: Size and Trends**

Today the Internet might be viewed as a huge market potentially capable of covering the population of the whole world. This is why electronic commerce or E-Commerce is so attractive for many traditional businesses.

E-Commerce consists of the buying and selling of products or services over electronic systems such as the Internet and other computer networks. The amount of trade conducted electronically has grown dramatically since the large introduction of the Internet. A wide variety of commerce is conducted in this way, including things such as electronic funds transfer, supply chain management, e-marketing, online marketing, online transaction processing, electronic data interchange, automated inventory management systems, and automated data collection systems. Modern electronic commerce typically uses the World Wide Web in at least some point in the transaction's lifecycle.

Since mid 1990’s traditional traders followed large Computer Manufacturers into the new sphere and today you can buy practically anything through the Internet: from a bunch of flowers to a car. The only exception seems to be ’ a trip to Mars. Today E-Commerce market is huge and still growing.

The E-commerce market is totally democratic. This is perfect capitalism: if you sell ’ you win, if you don’t sell ’ you loose. It’s all about marketing and economic rules of demand and supply. Certain products or services appear more suitable for online sales; others remain more suitable for traditional sales. Many successful purely virtual companies deal with digital products, music, movies, education, communication, software, photography, and financial transactions. Examples of this type of company include Amazon.com, Google, E-Bay and Paypal. Products less suitable for E-Commerce include products that have a low value-to-weight ratio, products that have a smell, taste, or touch component, products that need trial fittings ’ most notably clothing ’ and products where color integrity appears important. Nonetheless, clothing sold through the internet is big business in the U.S.

According to eMarketer’s annual report in 2006 the E-Commerce market size in Europe has grown to ’106 billion ($133 billion). Analysts say that it is very likely to go on increasing and display a very fast rate of annual growth ’ up to 25%. The situation will be stable for at least five years and the market will reach the point of ’323 billion ($407 billion) by 2011.

Britain, France and Germany prevail in the European E-Commerce market. These countries have the largest share in the total figures transactions ’ up to 72%. British E-Commerce market ranks first and analysts believe it will reach $84 billion in 2007, which is 39% higher than the figures of 2006. Germany holds the second place. However, it is first in the number of online-customers ’ there are as many as 3 million.

Some researchers also note that in the next five years the European market might increase significantly due to the E-Commerce growth in the countries like Italy, Holland and Spain.

A wide range of goods and services can be sold through the Internet. A large piece in this pie is held by Information Technology. However, the share of other niches (for instance, traveling and finance) is unexpectedly high. Real estate, computers, hardware and software, tourism, and financial services comprise the top of the list.

According to Mentis Corporation (North Carolina, USA) in the future total sales will jump to $4.5-$6 billion. An average Internet-transaction will be $25-$30. The total Internet-transaction figure is likely to amount to $130-$200 million. The on-line goods market share will come to 60%-70%. Although these figures make up only a comparatively small part of the total retail market volume their absolute value makes E-Commerce market attractive for new investments. Computer Intelligence (California, USA) reports, over 3 million customers have conducted on-line transactions in a single day.

|  |  |
| --- | --- |
|  | http://www.adage.com/images/global/spacer.gif |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **100 LEADING MEDIA COMPANIES in 2002** | | | | | | | | | | | | | |
| **Rank** | |  | | **U.S. Media Revenue** | | |  |  |  |  |  |  |  |
| **2002** | **2001** | **Media Company** | **Headquarters** | **2002** | **2001** | **% chg** | **Total Corp. Revenue** | **Newspaper** | **Magazine** | **Television** | **Radio** | **Cable** | **Other Media** |
| **1** | 1 | **AOL Time Warner** | New York | **$28,629** | $26,193 | 9.3 | $40,961 | $0 | $4,850 | $494 | $0 | $14,192 | $9,094 |
| **2** | 3 | **Viacom** | New York | **16,326** | 15,539 | 5.1 | 24,606 | 0 | 29 | 7,490 | 1,859 | 5,052 | 1,896 |
| **3** | 2 | **Comcast Corp.** | Philadelphia | **16,043** | 15,599 | 2.8 | 21,112 | 0 | 0 | 0 | 0 | 16,043 | 0 |
| **4** | 4 | **Walt Disney Co.** | New York/Burbank, Calif. | **9,763** | 10,157 | -3.9 | 25,329 | 0 | 271 | 4,485 | 579 | 4,428 | 0 |
| **5** | 5 | **NBC-TV (General Electric Co.)** | Fairfield, Conn. | **7,390** | 6,355 | 16.3 | 131,698 | 0 | 0 | 6,763 | 0 | 627 | 0 |
| **6** | 6 | **Cox Enterprises** | Atlanta | **7,349** | 6,302 | 16.6 | 9,900 | 1,350 | 0 | 538 | 421 | 5,040 | 0 |
| **7** | 7 | **News Corp.** | Sydney | **6,645** | 6,041 | 10 | 17,474 | 140 | 4 | 4,301 | 0 | 1,660 | 540 |
| **8** | 8 | **DirecTV (General Motors Corp.)** | El Segundo, Calif. | **6,445** | 5,550 | 16.1 | 186,763 | 0 | 0 | 0 | 0 | 0 | 6,445 |
| **9** | 10 | **Clear Channel Communications** | San Antonio, Texas | **5,851** | 5,459 | 7.2 | 8,421 | 0 | 0 | 274 | 3,717 | 0 | 1,860 |
| **10** | 9 | **Gannett Co.** | McLean, Va. | **5,617** | 5,527 | 1.6 | 6,422 | 4,760 | 0 | 771 | 0 | 0 | 86 |
| **11** | 11 | **Advance Publications** | Newark, N.J. | **5,420** | 5,247 | 3.3 | 0 | 2,015 | 1,950 | 0 | 0 | 1,455 | 0 |
| **12** | 12 | **Tribune Co.** | Chicago | **5,162** | 5,034 | 2.6 | 5,384 | 3,848 | 16 | 1,179 | 43 | 0 | 77 |
| **13** | 14 | **Charter Communications** | St. Louis | **4,566** | 3,807 | 19.9 | 4,566 | 0 | 0 | 0 | 0 | 4,566 | 0 |
| **14** | 15 | **EchoStar Communications Corp.** | Littleton, Colo. | **4,430** | 3,606 | 22.9 | 4,821 | 0 | 0 | 0 | 0 | 0 | 4,430 |
| **15** | 13 | **Hearst Corp.** | New York | **4,231** | 3,965 | 6.7 | 0 | 1,320 | 2,190 | 721 | 0 | 0 | 0 |
| **16** | 17 | **Adelphia Communications Corp.** | Coudersport, Pa. | **3,426** | 3,060 | 12 | 3,426 | 0 | 0 | 0 | 0 | 3,426 | 0 |
| **17** | 16 | **Cablevision Systems Corp.** | Bethpage, N.Y. | **3,292** | 3,064 | 7.4 | 4,003 | 0 | 0 | 0 | 0 | 3,292 | 0 |
| **18** | 18 | **The New York Times Co.** | New York | **3,092** | 3,027 | 2.1 | 3,079 | 2,864 | 0 | 140 | 16 | 0 | 72 |
| **19** | 19 | **Knight Ridder** | San Jose, Calif. | **2,841** | 2,900 | -2 | 2,841 | 2,786 | 0 | 0 | 0 | 0 | 55 |
| **20** | 20 | **Bloomberg** | New York | **2,240** | 2,109 | 6.2 | 3,200 | 0 | 0 | 0 | 10 | 0 | 2,230 |
| **21** | 21 | **The Washington Post Co.** | Washington | **1,963** | 1,917 | 2.4 | 2,584 | 806 | 349 | 344 | 0 | 429 | 36 |
| **22** | 23 | **Primedia** | New York | **1,684** | 1,570 | 7.3 | 1,588 | 0 | 1,472 | 0 | 0 | 110 | 102 |
| **23** | 22 | **Dow Jones & Co.** | New York | **1,559** | 1,773 | -12.1 | 1,559 | 1,250 | 0 | 0 | 0 | 0 | 310 |
| **24** | 24 | **Belo** | Dallas | **1,428** | 1,365 | 4.6 | 1,428 | 734 | 0 | 658 | 0 | 17 | 19 |
| **25** | 25 | **E.W. Scripps Co.** | Cincinnati | **1,402** | 1,303 | 7.6 | 1,536 | 682 | 0 | 305 | 0 | 415 | 0 |
| **26** | 27 | **Vivendi Universal** | New York/Paris | **1,234** | 1,131 | 9.1 | 42,466 | 0 | 0 | 0 | 0 | 1,234 | 0 |
| **27** | 26 | **Advo** | Windsor, Conn. | **1,130** | 1,137 | -0.6 | 1,130 | 0 | 0 | 0 | 0 | 0 | 1,130 |
| **28** | 30 | **Discovery Communications** | Silver Spring, Md. | **1,121** | 992 | 13 | 1,717 | 0 | 0 | 0 | 0 | 1,121 | 0 |
| **29** | 29 | **McClatchy Co.** | Sacramento, Calif. | **1,052** | 1,051 | 0.1 | 1,082 | 1,052 | 0 | 0 | 0 | 0 | 0 |
| **30** | 32 | **Univision Communications** | Los Angeles | **1,027** | 878 | 16.9 | 1,091 | 0 | 0 | 993 | 0 | 21 | 13 |
| **31** | 28 | **International Data Group** | Boston | **963** | 1,104 | -12.8 | 2,580 | 0 | 801 | 0 | 0 | 0 | 162 |
| **32** | 31 | **Meredith Corp.** | Des Moines, Iowa | **957** | 881 | 8.7 | 988 | 0 | 703 | 255 | 0 | 0 | 0 |
| **33** | 36 | **MediaCom Communications Corp.** | Middletown, N.Y. | **923** | 839 | 10 | 923 | 0 | 0 | 0 | 0 | 923 | 0 |
| **34** | 48 | **Reader's Digest Association** | Pleasantville, N.Y. | **854** | 657 | 30.1 | 2,475 | 0 | 854 | 0 | 0 | 0 | 0 |
| **35** | 34 | **Valassis Communications** | Livonia, Mich. | **853** | 850 | 0.4 | 853 | 0 | 0 | 0 | 0 | 0 | 853 |
| **36** | 37 | **Media General** | Richmond, Va. | **839** | 809 | 3.7 | 837 | 529 | 0 | 299 | 0 | 0 | 11 |
| **37** | 38 | **A&E Television Networks** | New York | **834** | 790 | 5.5 | 825 | 0 | 22 | 0 | 0 | 811 | 0 |
| **38** | 35 | **McGraw-Hill Cos.** | New York | **809** | 846 | -4.3 | 4,788 | 0 | 698 | 111 | 0 | 0 | 0 |
| **39** | 45 | **Insight Communications Co.** | New York | **808** | 728 | 10.9 | 808 | 0 | 0 | 0 | 0 | 808 | 0 |
| **40** | 49 | **Yahoo! Inc.** | Santa Clara, Calif. | **807** | 594 | 35.7 | 953 | 0 | 0 | 0 | 0 | 0 | 807 |
| **41** | 46 | **Lifetime Entertainment Services** | New York | **787** | 727 | 8.3 | 787 | 0 | 0 | 0 | 0 | 787 | 0 |
| **42** | 44 | **Lamar Advertising Co.** | Baton Rouge, La. | **776** | 729 | 6.4 | 776 | 0 | 0 | 0 | 0 | 0 | 776 |
| **43** | 40 | **Gruner & Jahr USA (Bertelsmann)** | New York/Hamburg, Germany | **772** | 735 | 5 | 16,972 | 0 | 772 | 0 | 0 | 0 | 0 |
| **44** | 39 | **Freedom Communications** | Irvine, Calif. | **768** | 760 | 1.1 | 768 | 662 | 0 | 106 | 0 | 0 | 0 |
| **45** | 47 | **Sinclair Broadcast Group** | Baltimore | **731** | 678 | 7.9 | 736 | 0 | 0 | 731 | 0 | 0 | 0 |
| **46** | 41 | **Landmark Communications** | Norfolk, Va. | **728** | 732 | -0.5 | 728 | 426 | 0 | 65 | 0 | 238 | 0 |
| **47** | 43 | **MediaNews Group** | Denver | **724** | 729 | -0.7 | 724 | 721 | 0 | 4 | 0 | 0 | 0 |
| **48** | 42 | **Gemstar-TV Guide International** | Pasadena, Calif. | **710** | 730 | -2.7 | 1,001 | 0 | 568 | 0 | 0 | 96 | 46 |
| **49** | 33 | **Reed Elsevier** | London | **648** | 855 | -24.2 | 7,426 | 0 | 648 | 0 | 0 | 0 | 0 |
| **50** | 50 | **Zuckerman Media Properties** | New York | **609** | 584 | 4.3 | 0 | 410 | 199 | 0 | 0 | 0 | 0 |
| **51** | 51 | **Morris Communications** | Augusta, Ga. | **574** | 570 | 0.8 | 0 | 477 | 24 | 0 | 18 | 0 | 55 |
| **52** | 56 | **Westwood One** | New York | **551** | 516 | 6.8 | 551 | 0 | 0 | 0 | 551 | 0 | 0 |
| **53** | 54 | **Emmis Communications Corp.** | Indianapolis | **551** | 524 | 5.1 | 562 | 0 | 73 | 235 | 243 | 0 | 0 |
| **54** | 55 | **American Media** | Boca Raton, Fla. | **535** | 516 | 3.7 | 535 | 0 | 535 | 0 | 0 | 0 | 0 |
| **55** | 53 | **Copley Press** | La Jolla, Calif. | **530** | 534 | -0.7 | 530 | 530 | 0 | 0 | 0 | 0 | 0 |
| **56** | 52 | **Hachette Filipacchi Media U.S. (Lagardere)** | New York/Paris | **517** | 552 | -6.3 | 12,249 | 0 | 517 | 0 | 0 | 0 | 0 |
| **57** | 63 | **Lee Enterprises** | Davenport, Iowa | **504** | 402 | 25.4 | 526 | 496 | 0 | 0 | 0 | 0 | 7 |
| **58** | 58 | **Journal Communications** | Milwaukee | **464** | 455 | 1.8 | 801 | 311 | 0 | 86 | 67 | 0 | 0 |
| **59** | 60 | **Hollinger International** | Chicago | **442** | 443 | -0.2 | 1,006 | 442 | 0 | 0 | 0 | 0 | 0 |
| **60** | 59 | **Community Newspaper Holdings** | Birmingham, Ala. | **437** | 454 | -3.9 | 0 | 437 | 0 | 0 | 0 | 0 | 0 |
| **61** | 66 | **Catalina Marketing Corp.** | St. Petersburg, Fla. | **420** | 386 | 8.8 | 474 | 0 | 0 | 0 | 0 | 0 | 420 |
| **62** | 62 | **Pulitzer** | St. Louis | **416** | 414 | 0.6 | 416 | 416 | 0 | 0 | 0 | 0 | 0 |
| **63** | 64 | **Block Communications** | Toledo, Ohio | **399** | 389 | 2.4 | 425 | 257 | 0 | 40 | 0 | 102 | 0 |
| **64** | 69 | **Entercom Communications Corp.** | Bala Cynwyd, Pa. | **391** | 333 | 17.5 | 391 | 0 | 0 | 0 | 391 | 0 | 0 |
| **65** | 68 | **Journal Register Co.** | Trenton, N.J. | **388** | 376 | 3.4 | 408 | 388 | 0 | 0 | 0 | 0 | 0 |
| **66** | 65 | **Seattle Times Co.** | Seattle | **385** | 388 | -0.8 | 0 | 385 | 0 | 0 | 0 | 0 | 0 |
| **67** | 71 | **LIN TV Corp.** | Providence, R.I. | **367** | 327 | 12 | 367 | 0 | 0 | 367 | 0 | 0 | 0 |
| **68** | 70 | **Raycom Media** | Montgomery, Ala. | **360** | 328 | 9.6 | 0 | 0 | 0 | 360 | 0 | 0 | 0 |
| **69** | 57 | **United Business Media** | London | **359** | 500 | -28.2 | 1,174 | 0 | 359 | 0 | 0 | 0 | 0 |
| **70** | 67 | **Forbes Inc.** | New York | **354** | 385 | -8 | 0 | 0 | 354 | 0 | 0 | 0 | 0 |
| **71** | 74 | **Susquehanna Media Co. (Susquehanna Pfaltzgraff)** | York, Pa. | **349** | 313 | 11.2 | 349 | 0 | 0 | 0 | 216 | 123 | 10 |
| **72** | 75 | **National Geographic Society** | Washington | **348** | 296 | 17.8 | 0 | 0 | 271 | 0 | 0 | 78 | 0 |
| **73** | 61 | **VNU** | Haarlem, Netherlands | **339** | 424 | -20 | 3,963 | 0 | 339 | 0 | 0 | 0 | 0 |
| **74** | 73 | **Harte-Hanks** | San Antonio, Texas | **335** | 316 | 6 | 909 | 335 | 0 | 0 | 0 | 0 | 0 |
| **75** | 76 | **RCN Corp.** | Princeton, N.J. | **321** | 293 | 9.2 | 457 | 0 | 0 | 0 | 0 | 230 | 90 |
| **76** | 82 | **Citadel Broadcasting Corp.** | Las Vegas, Nev. | **310** | 266 | 16.3 | 349 | 0 | 0 | 0 | 310 | 0 | 0 |
| **77** | 80 | **Rodale Press** | Emmaus, Pa. | **309** | 276 | 12 | 0 | 0 | 309 | 0 | 0 | 0 | 0 |
| **78** | 79 | **Church of Jesus Christ of Latter-day Saints** | Salt Lake City | **302** | 281 | 7.5 | 0 | 76 | 0 | 38 | 188 | 0 | 0 |
| **79** | 77 | **Dispatch Printing Co.** | Columbus, Ohio | **302** | 287 | 5.3 | 343 | 196 | 0 | 90 | 13 | 3 | 0 |
| **80** | 84 | **Gray Television** | Albany, Ga. | **297** | 266 | 11.9 | 306 | 22 | 0 | 276 | 0 | 0 | 0 |
| **81** | 88 | **Radio One** | Lanham, Md. | **296** | 244 | 21.3 | 296 | 0 | 0 | 0 | 296 | 0 | 0 |
| **82** | 83 | **Stephens Media Group** | Las Vegas | **279** | 266 | 4.9 | 0 | 279 | 0 | 0 | 0 | 0 | 0 |
| **83** | 85 | **Paxson Communications Corp.** | West Palm Beach, Fla. | **277** | 265 | 4.4 | 277 | 0 | 0 | 277 | 0 | 0 | 0 |
| **84** | 86 | **Wenner Media** | New York | **262** | 264 | -0.6 | 0 | 0 | 262 | 0 | 0 | 0 | 0 |
| **85** | 87 | **Times Publishing Co.** | St. Petersburg, Fla. | **258** | 260 | -0.8 | 258 | 258 | 0 | 0 | 0 | 0 | 0 |
| **86** | 90 | **Hispanic Broadcasting Corp.** | Dallas | **257** | 241 | 6.5 | 257 | 0 | 0 | 0 | 257 | 0 | 0 |
| **87** | 96 | **Cumulus Media** | Atlanta | **253** | 202 | 25 | 253 | 0 | 0 | 0 | 253 | 0 | 0 |
| **88** | 94 | **Entravision Communications Corp.** | Santa Monica, Calif. | **238** | 209 | 14.2 | 238 | 20 | 0 | 112 | 76 | 0 | 30 |
| **89** | 78 | **CNET Networks** | San Francisco | **237** | 286 | -17.1 | 237 | 0 | 54 | 0 | 0 | 0 | 183 |
| **90** | 81 | **Young Broadcasting** | New York | **225** | 267 | -15.6 | 225 | 0 | 0 | 225 | 0 | 0 | 0 |
| **91** | 89 | **Crain Communications** | Detroit | **221** | 241 | -8.4 | 221 | 0 | 219 | 0 | 1 | 0 | 0 |
| **92** | 93 | **Playboy Enterprises** | Chicago | **220** | 215 | 2.4 | 278 | 0 | 95 | 0 | 0 | 94 | 31 |
| **93** | 92 | **MSNBC** | New York | **215** | 215 | 0 | 0 | 0 | 0 | 0 | 0 | 215 | 0 |
| **94** | 72 | **Terra Lycos** | Waltham, Mass./Barcelona | **210** | 319 | -34.2 | 576 | 0 | 0 | 0 | 0 | 0 | 210 |
| **95** | 95 | **Martha Stewart Living OmniMedia Inc.** | New York | **209** | 207 | 1.1 | 295 | 0 | 183 | 27 | 0 | 0 | 0 |
| **96** | 91 | **Ziff Davis Media** | New York | **209** | 216 | -3.2 | 209 | 0 | 209 | 0 | 0 | 0 | 0 |
| **97** | 98 | **Liberty Corp.** | Greenville, S.C. | **206** | 177 | 16.2 | 206 | 0 | 0 | 190 | 0 | 16 | 0 |
| **98** | 97 | **North Jersey Media Group** | Hackensack, N.J. | **203** | 202 | 0.8 | 0 | 203 | 0 | 0 | 0 | 0 | 0 |
| **99** | 99 | **Sunbeam Television Corp.** | Miami | **202** | 173 | 16.7 | 0 | 0 | 0 | 202 | 0 | 0 | 0 |
| **100** | 100 | **Court TV** | New York | **202** | 149 | 35.4 | 0 | 0 | 0 | 0 | 0 | 202 | 0 |

Today’s Competitive Marketing Climate

“Today there are so many competitors that they quickly take your business if you make a mistake. Your chances of getting it back are slim unless someone else in turn makes a mistake. Hoping for competitors to make mistakes is like running a race with the hope that other racers will fall down. It isn’t a very smart strategy.”

*“Even worse is the large number of participants in each race. Every category is haunted by what I call the ‘tyranny of choice.’ Consumers have so many choices that one false step brings not just one, but an army of competitors to take advantage of your misstep. And what’s especially tragic is that you don’t get that business back. It’s gone.”*

Jack Trout

Big Brands, Big Trouble,