

"Particularly unpopular before the war was the name of Rockefeller, the family of multi-millionaires whose fortune was founded on oil. In 1914 this unpopularity came to a head during the terrible scenes witnessed in the breaking of a strike in Colorado, called the 'Ludlow Massacre.' It was after this that John D. Rockefeller, waking up to the unpleasantness of the atmosphere surrounding his family and business, decided to try the experiment of hiring a well-known railway publicity agent, Ivy Lee, to sweeten this atmosphere, and to restore the family popularity.

"Ivy Lee acted on what was then a more or less new principle—that of 'taking the public into his confidence.' He declared that 'the essential evil of propaganda is failure to disclose the source of information, and arises when the person who utters it is not willing to stand sponsor for it.' His policy was one of studying public opinion, of supplying its organs with a continual feed of information favourable to his patron, and, most important of all, of 'shaping the affairs of the corporation (Standard Oil) so that when placed before the public they will be approved,' e.g., by ameliorating labour conditions.

#### Quick-Change Artist

"By persevering in this line of publicity, Lee succeeded in replacing the former sinister and unpopular image of Rockefeller by a more benign and popular image in the public eye. The figure of the striding, ruthless monopolist in high hat and long coat, gripping his walking-stick and entering a courthouse, has been replaced by pictures of a frail old man, playing golf with his neighbours, handing out dimes to children, distributing inspiration poems and walking in peace amid his flowers.



"Ivy Lee's achievement revealed to American 'big business' the possibilities of advertising, not so much the goods which are to be sold, as the reputation of the seller. The new 'public relations counsel' who began to be employed by 'big business' set himself the task of establishing a goodwill relationship between the consumer and the manufacturer or seller, subordinating purely 'advertising' consideration (in the old sense) to this wider end.

"After Ivy Lee, the best-known public relations counsel in America is Edward L. Bernays, who (the point is of interest) married a niece of the famous psychologist, Freud."

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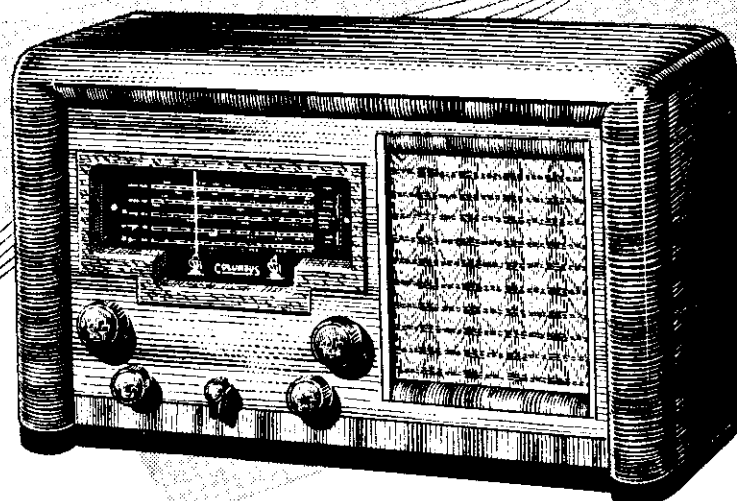
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