

to try to make some sense out of such a mass of data was beyond the scope of the average manufacturer.

Even more serious, in the mind of our staff, was the fact that such a survey exposed present conditions, but did nothing to point out what was right or what was wrong with them, what clever or unclever things were done, and by whom. Also, what were the opportunities that were missed, the changes in trends, etc. ^{However} We felt that statistics supplying cold figures were not sufficient. What we needed was a team whose members would be both statisticiens as well as designers and merchandisers. This was tried, and, as a survey went along, it maintained a highly critifal attitude and a keen eye upon the competition. The result was not a "bland" survey, but a compact analysis that pointed out weak points as well as strong ones and also changes in trends. The result was a compact, meaty study that made sense and sometimes constituted a severe appraisal of our own client's defficiencies or lost opportunities in the field of operations.

Ours was the first Industrial design organization to establish such a Division of market analysis. It has been in operation for several years, and its succes closely watched by alert executives. One of the division's most outstanding successes was the case of America's largest manufacturer of biscuits. Our recommandations led to a complete reappraisal of the Company's operation. It led not only to new products, but also to improved packaging technics and labelling for nearly three hundred products. Also to a new system of mass-identification, to products groupings based upon a different conception and to accelerated re-stocking and supply of tens of thousands of retail outlets. The results were such that the Company ever since we started, had its best years. The improvement is continually kept up and we have been retained year after year, looking for new ideas. This example shows that actual designing was a minor part of our contributions. In fact some of our most important recent assignments involve no designing or drafting whatever, simply analytical research. As you see, gentlemen, our highly complex profession is now a far cry from the early days of the justly famous BAUHAUS.

The happy days when an artistic gentleman could give his undivided attention to the fine handicraft of a lamp shade or the precious twisting of aesthetically bent wires are over. Nevertheless, such early activities (so favorable to maintain a low blood pressure) as those of the BAUHAUS, as well as those of the DEUTSCHER WERKBUND were the sparks that started the present chain reaction.

To these men, we like to express our appreciation for what they did so early to assist industry. Let us hope that their successors, motivated by some obscure psychoanalytical twist, do not abandon this healthy attitude and build an enormous resentment of anything connected with modern mass manufacturing or at any Company that manages to pay dividends. Good taste is the privilege of no special group. The aesthetic reeducation of mass market of three or four hundred million consumers is, at best, a slow process. We, industrial designers, do our best to accelerate it, and the results are encouraging. Here, in Germany, men like professor WEGENFELD among others, are working in the same direction: firms like Rosenthal, old in years and young in spirit, are forging ahead and doing well.

Let's go back to design. As we have already seen, the regular Design Division's duty is to help solve correctly the client's immediate problems. A few years ago, my partners and myself felt the need of establishing another design unit that would operate in parallel, but independently, of the regular design division. Free of Technical or managerial restrictions, this high-pressure team of imaginative young men goes "all-out" and soars high into the future, often discovering unsuspected possibilities. This, we call design-in-depth. We have seen such activities directly affect the work of the Regular Design Division and the decision of management. This department is constantly being enlarged.

These, then, are the latest developments in the profession, and more specifically - in our own organization. As to the relationship between merchandising, advertising, and industrial design, it has become highly integrated and successful. It works well because everyone profits from

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the others : To the advertising executive, the designer gives a product that is easy to advertise. He likes it. The sales executive is happy because the product sells well. He likes it. To both the advertising man and the designer, the merchandising executive *can show* gives impressive sales figures, that increase their professional prestige and reputation. They love it.

With such a favorable set-up, one can appraise the problems confronting the complacent manufacturer who believes that well enough ought to be left alone. If he believes that his good reputation, a good product and a profitable sales routine are sufficient to insure survival, he is in for a sad awakening. In the face of a hard-hitting generation of young executives, survival will belong to those who possess these precious qualities : awareness
imagination
courage

Fortunately for you, gentlemen, these traits happen to be typical german qualities. Besides, you have professional integrity, ethics, precision, reliability, and, above all, the will to work. This impressive *CAPITAL* catalogue will be a great asset when the frantic cats-and-dogs fight for world markets arrives. The day is not far off - and Germany will be ready.

Gentlemen, I am happy to be here with you in Essen today. Happy - and impressed. To you, your Honor, the Lord Mayor of Essen, Mrs Loewy and myself are thankful for your invitation. To my colleagues, the German Industrial Designers, I bring the greetings of their American colleagues through the American society of Industrial Designers of which I am a Fellow, co-founder and past President.

To everyone of you, ladies and gentlemen, I wish good luck, success, and fun.