additional policy tool in eliminating urban blight. However, given the magnitude of the problem, tax incentives must be viewed as a supplement to other policies.

In summary, the volume is richer in the variety of issues discussed and identified than in depth or original economic research. Since much progress has been made by public finance economists in the last decade in understanding the effects of tax provisions on income distribution[3] and resource allocation,[4] it is a bit disconcerting to note the general absence of this type of analysis in the volume.

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3. As developed, for example, in Arnold Harberger, "The Incidence of the Corporation Income Tax," *Journal of Political Economy* (June 1962).
4. See Arnold Harberger, "The Measurement of Waste," *A.E.A. Papers and Proceedings* (May 1965).

The Management of Advertising, By JULIAN L. SIMON.
Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1971. Pp. xii+287. $5.95 (paper).

There are two major sources of books about advertising: one arises from the aphorisms of charismatic men who have built great agencies (e.g., Albert Lasker, David Ogilvy, Rosser Reeves); the other is based upon a combination of experience and research on techniques or functions (and here, the books are much more often written by academicians than by practitioners).

Julian Simon's book is not in the usual grain. It is a strongly personal document but is based upon research. It opens with a page-long list of symbols, but then the opening paragraph of the preface starts with Lasker's "I am going to make you"—however, Simon takes that hope away in the following paragraph. His own experience includes being a practicing mail-order advertiser, pharmaceutical copywriter, and college professor.

The book is concerned with the formal scientific aspect of advertising decisions, but the material is admittedly based upon Simon's own pet ideas. Some of those pet ideas are: all advertising shows a diminishing-returns response function to increased expenditures; advertising budgets should be set on the basis of absolute sales data and customer retention rates rather than share-of-market data; a cross tabulation of product-brand characteristics and consumer activation methods can be used to determine what advertisements should look like and what the headlines and copy should say; and much of advertising is useful and important economically, and social issues in advertising are based fundamentally on esthetics and morals—the only exception to this argument is what Simon calls homogeneous packaged goods (HPG), concentrated primarily in television, and which he would like to find some way to control while leaving the balance of advertising untouched.

As I read this book, I found it hard to visualize the audience it was written for; my best guesses are that it was written for the advertising manager of a smallish company or as a text. If it was written for an advertising manager, I think he will be put off by the list of symbols and the not infrequent recourse to equations. If it was written for students, they should be warned that there are other findings and other points of view. For example, scheduling experiments on a split cable TV testing facility have found that flighting (concentrating advertising in discontinuous bursts) will sometimes win out over continuous advertising.[1] This can occur only if there is a threshold effect or an S-shaped response function. There are also reports of similar findings in field experiments.[2] Similarly, Simon's discussion of homogeneous packaged goods probes significant issues, but I feel that, in the end, his nominations of products as OK for advertising and not OK or HPG are idiosyncratic. Because soap is supposed to be soap, the whole of the so-called soap category is treated as homogeneous, although it is clear that detergents receive 99.44% of the "soap" advertising and the news has been aboil for the past 5 years with technological innovations in the detergent field.

Finally, Simon does not provide any theoretical discussion of the mass communication process(es).

Advertising, unfortunately, has the literature it deserves because almost no one who is part of the professional management era of advertising at major agencies or who is an advertiser has been willing to put his professional experience into writing.

Allow me to conclude with some pet ideas of my own. Mail-order advertisers like Simon grow smug and full of certainty because they can test and test and test. They become evangelistic and preach what they've learned to general advertisers, assuming that the two types of advertising are identical. Also, I wish I had been first to put into words the comment made by Donald Michael of the Institute of Social Research, University of Michigan—ignorance was bliss compared with the anguish of a decision maker faced with the obligation to act when he knows more clearly than ever before that he doesn't know what he needs to know to act competently.[3] To say this is to reject as equally simplistic both acceptance and abhorrence of models and information systems developed by outsiders.

SEYMOUR BANKS

Leo Burnett Company, Inc.

1. John Adler and A. A. Kuehn, "How Advertising Works in Market Experiments," *15th Annual Conference, Advertising Research Foundation, Proceedings* (October 14, 1969), pp. 63–70.

2. Ambar G. Rao, "Quantitative Theories in Advertising," in *Publications in Operations Research*, vol. 21, ed. David B. Hertz (New York: John Wiley & Sons, 1970).

3. To be contained in a report by the Conference Board of New York, "Information Technology: Some Critical Implications for Decision-Makers." For a summary, see *ISR Newsletter* (Spring 1972), p. 7.