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Guide to the Arthur W. Schultz Papers 1945-1985



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Descriptive Summary

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|-------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Identifier | ICU.SPCLAWSCHULTZ |
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| Date | 1945-1985 |
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Abstract Advertising executive Arthur W. Schultz (A.B. 1967) joined the staff of Foote, Cone & Belding Communications as an account management trainee in 1948, working his way up to chief executive officer of the company in 1970. The speeches, correspondence, business records, and other material in this collection document Arthur W. Schultz's career as an advertising executive, and also includes material broadly related to Foote, Cone & Belding, and founder Fairfax M. Cone.

Acknowledgments

The Arthur W. Schultz Papers were processed and preserved with the generous support of Arthur W. Schultz.

Information on Use

Access

Cassette tapes in Series I are restricted due to equipment and reformatting requirements.

The remainder of the collection is open for research, with no restrictions.

Citation

When quoting material from this collection, the preferred citation is: Schultz, Arthur W. Papers, [Box #, Folder #], Special Collections Research Center, University of Chicago Library

Biographical Note

Advertising executive Arthur W. Schultz (A.B. 1967) joined the staff of Foote, Cone & Belding Communications as an account management trainee in 1948. Deeply influenced by founder Fairfax M. Cone, he remained with the company for the rest of his career. Working his way up through management and executive positions, he was named chief executive officer in 1970, a

position he held until his retirement. Schultz also chaired the company's board of directors, and was active on Boards of Trustees of cultural institutions, including the University of Chicago and the Art Institute of Chicago.

In speeches given for Foote, Cone & Belding and other organizations, Schultz demonstrated his particular interests in training and development of employees, consumer behavior, and the challenges of businesses and advertising in relation to government regulation.

Scope Note

This collection documents Arthur W. Schultz's career as an advertising executive, business development and strategy at Foote, Cone & Belding, and the work of Schultz's mentor, Fairfax M. Cone.

The collection is divided into four series. Series I: Speeches, contains drafts of speeches given by Arthur W. Schultz between 1966-1982, as well as supporting slides, publications, research data, audio tapes and interview texts. Series II: Correspondence, includes professional correspondence of Arthur W. Schultz from the 1950s-1980s, as well as a collection of correspondence of Fairfax M. Cone from the 1950s-1960s. Series III: Business Records, contains copies of Foote, Cone & Belding's reports, newsletters, notices, brochures, and employee training manuals, as well as internal documents related to business strategy and executive structure; this material spans the 1960s-1980s, the period in which Schultz was influential as an executive and director. Series IV: Publications, contains a selection of Schultz's writings on advertising, management and consumer behavior, as published in periodicals during the early 1980s. Series V: Memorabilia, contains material commemorating business achievements, including publications, invitations and a photograph.

Related Resources

The following related resources are located in the Department of Special Collections:

<http://www.lib.uchicago.edu/e/spcl/select.html>

Cone, Fairfax M. Papers

Subject Headings

- Schultz, Arthur W.
- Cone, Fairfax M., 1903-
- Foote, Cone & Belding
- Advertising
- Advertising executives

INVENTORY

Series I: Speeches

This series contains drafts of speeches given by Arthur W. Schultz, as well as supporting slides, publications, research data and audio tapes. Schultz gave most of these speeches in his capacity as an executive at Foote, Cone Foote, Cone & Belding Belding. Other speeches were given at meetings and events for the University of Chicago and the Art Institute of Chicago. This series also contains some texts of interviews with Schultz in the form of drafts, clippings and tear sheets. The speeches were organized into a set of nine binders or "books," now disbound, spanning the years 1966-1982. Speeches within each book are organized in reverse chronological order, from the latest to earliest given in each time period.

Box 1

Folder 1-3

Book One, 1966-1974

- Table of contents
- "The Amazing Advertising Business," 34th Group of the Executive Program, Graduate School of Business, University of Chicago, January 18, 1974
- Presentation to the Investment Analysts Society of Chicago, November 15, 1973
- Presentation to the New York Society of Security Analysts, August 31, 1973
- National Cheese Seminar, Milwaukee, May 22, 1973
- "Ten Steps for Improved Financial Management and Increased Profits As Learned from Our Best Managed Clients," April 27, 1973
- "Advertising and Freedom of Speech," presented to the Law Club, January 25, 1973
- Address to international managers, Frankfurt, Germany, November 10, 1972
- "The Puzzling Paradox of Food Prices," presentation to International Newspaper Advertising Executives, July 18, 1972
- "Consumerism in the 70s," Joint Meeting of Advertising and Sales Executives Clubs of Kansas City and Kansas City Advertising Round Table, January 19, 1972
- "The Seven Hidden Causes of Reckless Advertising Waste," 19th Annual Marketing Conference, New York Hilton Hotel, October 21, 1971
- "Danger Signals," New Business Seminar, March 26, 1971
- "The Tremendous Waste in Magazine Advertising," presentation to the Agate Club of Chicago, February 2, 1970
- Presentation the Le Publicité Club de Montreal, Queen Elizabeth Hotel, Montreal, December 15, 1966
- Ralston Purina International, November 10, 1966

Box 1

Folder 4-6

Book Two, 1974-1977

- Table of Contents and unfiled speech drafts
- Presentation of house advertising campaign, October 8, 1976
- "What FCB Stands For..." Lake Bluff Group, September 23, 1976
- Presentation to Corporate Management Committee, August 16, 1976
- Remarks to Annual Meeting of Shareholders, May 19, 1976
- "The Next Generation of Agency Management," May 12, 1976
- American Management Association, April 14, 1976

- World-Wide Managers Meeting, April 4-9, 1976
- University of Chicago Center for Policy Study, March 1, 1976
- Remarks at Annual Meeting of Shareholders, May 21, 1975
- American Association of Advertising Agencies Convention, March 20, 1975
- Jewel presentation, January 29, 1975
- Address to Jewel executives, October 9, 1974
- World-Wide Managers Meeting, London, May 1974
- Remarks at Annual Meeting of Shareholders, May 22, 1974

Box 1

Folder 7

Book Three, 1977-1978

- Table of contents
- Staff meeting, April 19, 1978
- Breakfast meeting, April 17, 1978
- World-Wide Managers Meeting, April 10, 1978

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Folder 1-3

Book Three, 1977-1978

- Orientation Day, March 28, 1978
- New York Society of Security Analysts, March 15, 1978
- Sunkist Annual Meeting, January 18, 1978
- Fairfax M. Cone Memorial, November 17, 1977
- "Inside Foote, Cone & Belding," November 10, 1977
- Management Supervisor Conference, October 11, 1977
- Employer-Employee Conference, August 9, 1977
- Orientation Day, June 22, 1977
- Annual Meeting of Shareholders, May 17, 1977
- Chicago Council on Foreign Relations, March 23, 1977
- Breakfast meeting, February 28, 1977

Box 2

Folder 4-6

Book Four, 1978-1979

- Table of contents
- Breakfast meeting, March 23, 1979
- New employee orientation, March 20, 1979
- Coors new business presentation, March 16, 1979
- San Francisco board meeting, February 20, 1979
- Fortune magazine interview, January 24, 1979
- University of Chicago, Burton-Judson Court, January 18, 1979
- Insight presentation to Account Supervisors, December 18, 1978
- Presentation to the Harvard Business School Club, December 12, 1978
- Presentation to the Conference Board, October 18, 1978
- Presentation to the Manager and Creative Director Sessions of the Foote, Cone & Belding International Conference, October 6, 1978

Box 3

Folder 1

Book Four, 1978-1979

- United States Operations Committee meeting, September 14, 1978
- Presentation to the University of Chicago Committee on Foreign and Domestic Affairs, July 25, 1978
- Creative Development Program presentation, June 28, 1978
- Annual Meeting of Shareholders, May 16, 1978

Box 3

Folder 2-6

Book Five, 1979

- Table of contents and unfiled speeches
- Cost control meeting, September 27, 1979
- Journal of Marketing interview with John Coulson, August 28, 1979
- Commerce magazine interview, July 5, 1979
- Annual Meeting of the Art Institute of Chicago Sustaining Fellows, June 28, 1979
- Creative Development Program presentation, June 28, 1979
- Brazil, May 20, 1979
- Retirement party for Chuck Winston, May 15, 1979
- Annual Stockholders Meeting, May 15, 1979
- Corporate Management Committee meeting, May 14, 1979

Box 4

Folder 1-5

Book Six, 1979-1980

- Table of Contents and unfiled speeches
- "The Importance of Advertising in Building a Brand," Puerto Rican Better Business Bureau, March 4, 1980
- OPCOM meeting, January 15, 1980
- New York Society of Security Analysts, December 14, 1979
- Art Institute of Chicago, Corporate Member Reception for the Association of Commerce and Industry, November 16, 1979
- Corporate Management Committee meeting, November 14, 1979
- "How Business Can Defend Itself from Government Attacks," Sydney Rotary and American Chamber of Commerce, Melbourne, Australia, October 23-25, 1979
- "Judgment in Advertising - Yesterday, Today and Tomorrow," Australian Association of National Advertisers, October 21, 1979
- Jewel Foods meeting, October 4, 1979

Box 4

Folder 6

Book Seven, 1980

- Table of Contents
- Annual Stockholders Meeting, Biltmore Hotel, New York City, May 20, 1980
- Wall Street Journal article, April 28, 1980
- Washington Star article, March 12, 1980

Box 5

Folder 1-2

Book Seven, 1980

- "Tomorrow's Consumer, Older, Richer and Ready to Spend Big," Marketing Times interview, March-April, 1980
- Building, Paper and Media Group of the Investment Analysts Society of Chicago, April 8, 1980
- Breakfast meeting, April 3, 1980

Box 5

Folder 3-5

Book Eight, 1980

- Table of contents
- Slides, ca. 1980
- Tribute to Kraft on the occasion of their move from Peshtigo Court to Glenview, September 11, 1980
- "How Do Recent Graduates Find Jobs in a Recession?" interview with Milton Rockmore, August 1980
- Worldwide Managers Meeting, Monte Carlo, June 23, 1980
- Creative Development Program Presentation, made by David Ofner in lieu of Arthur W. Schultz, June 16, 1980
- Third Annual Meeting of the Art Institute of Chicago Sustaining Fellows, June 11, 1980
- "Disciplined Management Can Raise Your Profits," interview with Carl Byoir, May 1980
- Meeting with the financial community, New York Office, May 21, 1980

Box 5

Folder 6-7

Book Nine, 1980-1982

- Art Institute of Chicago, Joseph Cornell Dinner, January 27, 1982
- "So, You Think You Know What the Customer Wants," American Textile Manufacturers Institute, January 21, 1982
- Art Institute of Chicago, ALLIANCE Dinner, January 15, 1982
- Art Institute of Chicago, Golden Age of Naples, January 13, 1982
- "Some Advertising Myths and Other Things," Young Executives' Club address, December 8, 1981
- Budget seminar speech, May 18, 1981
- "On the Business of Advertising," comments on the conduct of business at Foote, Cone & Belding, 1981
- Talk given to trainees, June 22, 1981

Box 6

Folder 1-3

Book Nine, 1980-198s

- Wayfarers Club presentation, March 17, 1981
- Presentation to Raymond Farley, S.C. Johnson, March 13, 1981
- "Disciplined Management Can Raise Your Profits," Leaders magazine, 1981
- Worldwide Account Directors Conference, January 28, 1981
- Address to the University of Chicago Graduate School of Business, October 8, 1980

Box 6

Folder 4

Early presentations, ca. 1945

Box 6

Folder 5

"What Kind of City Do I Want to Live In?" Chicago Plan Commission presentation to the City Planning Advisory Board, 1952

Box 6

Folder 6-7

Drafts, 1972-1983

Box 6

Folder 8

Orientation Day, 1978

Box 6

Folder 9

Presentation to the University of Chicago Commission on Foreign and Domestic Affairs, 1978

Box 7

Folder 1

"The Importance of Advertising in Building a Brand," Brazil, 1979

Box 7

Folder 2

World Management Conference, Monte Carlo, 1980

Box 7

Folder 3-4

Drafts, interviews and correspondence, 1982

Box 7

Folder 5

Art Institute of Chicago Sustaining Fellows Annual Meeting, introduction of Hanna Gray, 1982

Box 7

Folder 6

Report for 1992 World's Fair to the Bureau of International Expositions, 1982

Box 7

Folder 7

"We've Come a Long Way, Baby," undated

Box 7

Folder 8

"Going Private, Staying Public," undated

Series II: Correspondence

This series contains professional correspondence from Schultz's career at Foote, Cone & Belding, as well as some personal letters and a collection of correspondence of Fairfax M. Cone. This collection is divided into two subseries. Subseries 1: Arthur W. Schultz, contains incoming and outgoing correspondence spanning the years 1957-1985. It includes a collection of Schultz's memoranda to staff, letterbooks of collected correspondence, and additional letters and memoranda collected by subject or correspondent. Subseries 2: Fairfax M. Cone, collects incoming and outgoing correspondence spanning the years 1955-1968.

Subseries 1: Arthur W. Schultz

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Folder 9

Memoranda to staff, 1970-1981

Box 7

Folder 10

Letterbook, 1957-1978

Box 8

Folder 1-3

Letterbooks, 1959-1982

Box 9

Folder 1-2

Appointment as General Manager of Chicago Office, letters of congratulation, 1966

Box 9

Folder 3

Interoffice correspondence, 1964-1977

Box 9

Folder 3

Memoranda to staff, 1967-1973

Box 9

Folder 3

Confidential interoffice correspondence, 1968-1980

Box 9

Folder 3

John E. Jeuck, 1978-1981

Box 9

Folder 7-9

General, 1977-1985

Box 9

Folder 10

Melvin Anshen, 1982-1983

Subseries 2: Fairfax Cone

Box 9

Folder 11-12

Incoming and outgoing letters and memoranda, 1955-1968

Series III: Business Records

This series contains records of Foote, Cone & Belding, spanning the years 1963-1982. This series contains brochures and manuals for professional development and employee training, an area in which Schultz was particularly interested. Other print publications and ephemera include reports, notices of meetings, prospectuses, brochures, and newsletters. This series also contains correspondence, notes, presentation material, and other internal documents related to Foote, Cone & Belding's business strategy and executive structure.

Box 10

Folder 1

Worldwide Reports, 1972-1974

Box 10

Folder 2

Reports to Shareholders, 1964-1966

Box 10

Folder 3

Annual Meetings of Shareholders, reports, 1964-1974

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Folder 4

Quarterly reports to shareholders, 1966-1981

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Folder 5

Notices of Annual Meetings of Stockholders, 1964-1981

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Folder 6

Prospectuses, 1976-1981

Box 10

Folder 7-9

Annual reports, notices of annual meetings and reports to shareholders, 1963-1984

Box 11

Folder 1-6

Annual reports, notices of annual meetings and reports to shareholders, 1972-1982

Box 11

Folder 7

Brochures, ca. 1960s-1980s

Box 11

Folder 8

"The Role of Research in the Development of Advertising," manual, 1975

Box 11

Folder 9

Creative Development Program brochure, 1977

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Folder 10

Account Executive Development Program brochures, ca. 1970s

Box 11

Folder 11

"What Do You Mean I Can't Write? A Practical Guide to Business Writing for Foote, Cone & Belding Employees," draft, undated

Box 11

Folder 12

"A Guide to Television Production at Foote, Cone & Belding," undated

Box 11

Folder 13

Ron Hoff, "Presentation Techniques," manual, 1977

Box 11

Folder 14

John E. O'Toole, "Making Ads," manual, ca. 1977

Box 11

Folder 15

"The FCB Presentation Style," manual, undated

Box 11

Folder 16-17

Newsletters, reports and promotional material, ca. 1973-1981

Box 12

Folder 1-3

Management succession, correspondence, 1979-1980

Box 12

Folder 4

FCB London, three-year plan, 1978-1980

Box 12

Folder 5

"Strategy, Idea, Execution," presentation material, 1980

Box 12

Folder 6

"The New Strategy Board System," outline, 1980

Box 12

Folder 7

FCB Chicago, new business plan, 1981

Box 12

Folder 8

"New Business - 17 Lessons Learned," presentation to the Board of Directors, 1981

Box 12

Folder 9

Confidentiality, business strategy and executive structure, correspondence, 1974-1978

Series IV: Publications

This series represents a selection of Schultz's published writings on management, advertising and consumer behavior. Materials in this series date from the early 1980s, and include copies of journals and magazines, as well as tear sheets of individual articles.

Box 12

Folder 10

"Tomorrow's Consumer," Loyola Business Forum, 1980

Box 12

Folder 11

Articles, 1980-1981

- "Tomorrow's Consumer - Older, Richer and Ready to Spend Big," Bookstore Journal
- "A Primer on Advertising"
- "Disciplined Management Can Raise Your Profits," reprinted from Leaders

Box 13

Folder 1

"Disciplined Management Can Raise Your Profits," Leaders, 1981

Series V: Memorabilia

This series contains memorabilia of Schultz's career, including clippings and publications related to business achievements, invitations to anniversary events, and a photograph commemorating the 100th anniversary of First National Bank.

Box 13

Folder 2

Clippings and newsletters, 1973-1976

Box 13

Folder 3

Invitations, 1970s

Box 13

Folder 4

First National Bank, 100th anniversary, photograph with John Drick, 1973