



MARKETING'S DEBT TO WORLD WAR I

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Abstract

World War I was a global conflict produced blood filled trenches, battlefields of dead, and mangled soldiers. Some may feel that this war has little to do with the field of marketing. However, marketing played a key role in the war. Despite the important role of marketing in the war, scholars have not fully explored the impact of promotion and propaganda on the war effort.

Marketing efforts related to World War I may not have had the impact as the millions of soldiers who took active part in the conflict. It did however play an important role in the filling the ranks of the armed forces of the nations involved in the war. The United States, and other nations, during the war developed increasingly more sophisticated marketing, public relations, and propaganda campaigns in order to culturally mobilize the home front, and to recruit additional fresh troops into the conflict in those nations which did not engage in conscription. Efforts to market World War I helped develop marketing tactics used today to brand and publicize products and services.

A key figure in the efforts to market World War I to the American public was George Creel. Creel was the head of the Committee on Public Information. Creel was a successful promoter and champion of many of the reform causes of the early part of the 20th Century. Creel's marketing efforts impact on America's role in World War I was indeed significant.

The topic of this paper is the impact of World War I on the development of marketing related tools and techniques. Many of the techniques and tools developed during the Great War are still used today to sell products, in the United States and in the rest of the world presently. Much of this paper will focus on the efforts of George Creel and the Committee on Public Information efforts to promote World War I, and how this organization impacted the development of marketing during its short existence.

Keywords

World War I, Great War, George Creel, Committee on Public Information, Marketing, Propaganda, Branding, Advertising, and Promotion

Section One: Introduction

At present there is a renewed interest in World War I among scholars, and even the general public, due to the recent 100th anniversary of the end of global conflict. Many historians see World War I, or The Great War, as it is sometimes referred, as being the birth of the modern age. Many of the political and social institutions present in our current era came forth as a result of World War I.¹

Besides the carnage, political and military winners and losers in World War I, there are noteworthy advances. Combat injuries advanced medicine. Due to the competitive nature of war technology also advanced. Greater numbers of women entered the workforce, to replace men at the battlefield, also gained greater economic and political freedom as well.² Also, the field of marketing grew and developed due to the conflict as well.

It may surprise many today, the ease many nations had in recruiting troops early into a global war that would become one of the bloodiest conflicts in human history. Some who volunteered for military service saw joining their respective nation's armed forces as a way to express patriotism.³ Often military units were made up of men from the same community. A sense of being on a great adventure with those from one's town added a good

¹ Eksteins, M. *Rites of Spring*. (Boston: Houghton Mifflin, 1999), xiv.

² Howard, M. *The First World War: A Very Short Introduction*. (Oxford, UK: Oxford University Press, 2002), 58-59.

³ Hoover, A. *God, Germany, and Britain in the great war*. (New York: Praeger, 1989), xi.

amount of incentive to join the war effort.⁴ Others who joined the ranks of troops headed off to battle saw their enlistment as volunteers as a symbol of their manhood.⁵

Those soldiers from the major powers who volunteered saw the war as an opportunity to be seen, possibly for the first time in their lives, as gallant and noble. The feeling of valor was often reinforced by soldier's family and friends. There was also romanticism for war that caused many to go and put themselves in danger.⁶

The eagerness of recruits to join the military during World War I may come as a surprise to many today. The American military in recent years has struggled to find enough volunteers to serve, particularly during the conflicts in Iraq and Afghanistan. Media accounts of the violence, bloodshed, and adverse impacts of combat on veterans has impacted adversely military recruiting efforts.⁷

Patriotism and national pride also played a role in volunteering for war for those from colonies. Several hundred thousand troops from the various colonial holdings on both sides volunteered.⁸ For those who volunteered to join the war effort from colonial holdings of the great powers engaged in World War I, saw the war was an opportunity to show the metal and loyalty of the men from these far-flung areas to the mother country.⁹

According to Hochschild (2011) opposition to the war in Europe grew over time.¹⁰ As support in Europe for the war effort waned marketing and propaganda played an increasingly important role for the combatant nations in World War I. The head of America's Committee on Public Information (CPI), George Creel, stated the role of propaganda and marketing in the war effort. Creel stated the following regarding the role of the CPI, "It was the fight for the minds of men, for the "conquest of their convictions," and the battle-line ran through every home in every country."¹¹

Marketing during the war became a recognized as an important persuasion tool. Creel (1920b) shares how World War I was unique in how leaders recognized how important support of the public was to national war efforts. "It was in this recognition of Public Opinion as a major force that the Great War differed most essentially from all previous conflicts. The trial of strength was not only between massed bodies of men, but between opposed ideals, and moral verdicts took on all the value of military decisions."¹²

Stories of atrocities, which sometimes were exaggerated, gave a vivid meaning to places with strange names far from the home front of both civilians and soldiers. Propaganda helped create links and a sense of shared values between different cultures who had a shared enemy. The use of propaganda personalized the motivation for being in the war. For example, the images of German soldiers attacking an American-looking home helped motivate Americans to appreciate and support the distant war.¹³ War propaganda also helped reinforce the notions of duty, sacrifice, and obligation which led so many to volunteer for military duty at the start of the war.¹⁴

Many misconceptions existed regarding what the nature of what the war would be like at the start of the conflict. One of these was, many at the start of the war felt it would be a relatively short, and fairly bloodless affair. Also, many on the home front were surprised by the personal impact of food shortages and how the long-term separation from loved ones became difficult emotionally and economically. Others at home and those in the field of battle were overwhelmed by the bloodshed and destruction that was a product of the First World War.¹⁵

War became less attractive in the minds of the public as time went forward. High levels of casualties had an impact by the middle of the war. As opposition to the war grew the combatant nations were no longer able to recruit large enough numbers of volunteer soldiers. Too many losses and suffering had dampened the enthusiasm citizens of the major combatant nations had for participating in the war effort.¹⁶

As public fervor for the war dropped in the United Kingdom, the then somewhat novel measure of conscription was put in place in 1916 by the British Parliament. Conscription was an unloved process in Britain. While some men who applied for exemptions received them, often the local tribunals who heard these requests

⁴ Silbey, D. *The British working class and enthusiasm for war, 1914-1916*. (London: Routledge, 2012), 111-112.

⁵ Howard, M. *The First World War: A Very Short Introduction*. (Oxford, UK: Oxford University Press, 2002), 27-28.

⁶ Smith, R. *Jamaican Volunteers in the First World War*. (Manchester: Manchester University Press, 2004), 5.

⁷ An All-Volunteer Army? Recruitment and Its Problems. Korb, L. J., & Duggan, S. E., 2007, PS: Political Science and Politics, 40(3), 467-471.

⁸ 'The Black Horror on the Rhine: Race as a Factor in Post-World War I Diplomacy, Nelson, K. L., 1970, *The Journal of Modern History*, Vol. 42, No. 4, 606.

⁹ Smith, R. *Jamaican Volunteers in the First World War*. (Manchester: Manchester University Press, 2004), 4.

¹⁰ Hochschild, Adam. *To End All Wars - a story of loyalty and rebellion, 1914-1918*. (Boston, New York: Mariner Books, Houghton Mifflin Harcourt, 2011), xvii.

¹¹ Creel, G. *How We Advertised America*. (New York: Harper & Brothers, 1920), 3.

¹² *ibid*

¹³ Kingsbury, C. *For Home and Country*. (Lincoln: University of Nebraska Press, 2010), 3-4.

¹⁴ Capozzola, C. *Uncle Sam Wants You*. (Oxford: Oxford Univ. Press, 2010), 6.

¹⁵ Howard, M. *The First World War: A Very Short Introduction*. (Oxford, UK: Oxford University Press, 2002), 56-57.

¹⁶ *Ibid* at 58

lacked legal training or precedence, and a lack of uniformity in decision making was the result. Conscription also had a negative impact on local economics as many industries were robbed of needed labor.¹⁷

America entered World War I late into the conflict during April, 1917. The military leadership and the Wilson Administration knew that Americans, who were very skittish in entering the war, would potentially be difficult to persuade to enter what was seen as a distant and foreign war. Also, there was a strong need and desire for greater public support for the war effort than was present in Britain. The Committee for Public Information (CPI) was tasked by the Wilson Administration in marketing the war to the American public.¹⁸

The head of the CPI was George Creel. Despite being a political appointee, Creel's background was well suited for the time and for the ambitious marketing task before him. Creel was a bit of a polymath. He had been a journalist, newspaper editor, and publicist for Wilson's presidential campaign.¹⁹

During his journalistic and career in politics Creel had proven himself to be a talented promoter. Creel in his career was outspoken. He was a champion of the reform efforts of his era (Ashley, 1984, p. 64).²⁰ Creel was the owner and editor of the newspaper the *Kansas City Independent*. As an editor he was a supporter of women's suffrage, public ownership of utilities, tax reform, and fought against the political cronyism of the Pendergast Gang in Kansas City (Ashley, 1984, pp. 70-71).²¹

Creel's efforts touched on many different types of media that were available to his committee in World War I. As Creel put it:

“There was no part of the great war machinery we did not touch, no medium of appeal we did not employ. The printed word, the spoken word, the motion picture, the telegraph, the wireless, the cable, the poster, the sign-board – all these were used in our campaign to make our own people and other people the causes that led America to take up arms.”²²

The CPI certainly was active during America's time in World War I. According to the committee, the CPI issued out over 6,000 press releases. A total of 75,000 Four Minute Men speakers gave 755,190 short speeches in 5,200 different communities. Additionally, scholars were employed by the committee to produce pamphlets that attempted to explain the justifications and merits of the war.²³ The CPI also sponsored posters, billboards and other art work to promote the war effort. The committee also created a newspaper with a circulation of 100,000.²⁴

At the time of World War I, the CPI's efforts were unprecedented in their breadth and reach. The CPI had a national and global presence with regard to its efforts to promote America's involvement in World War I. Fischer (2016) states that:

“Organizing the propaganda output of the most powerful and wealthy nation-state ever known, it comprised departments, employing artists, cartoonists, graphic designers, filmmakers, journalists, novelists, short-story writers, and essayists who contributed with 18,000 newspapers, 11,000 national advertisers and advertising agencies, 10,000 chamber of commerce, 30,000 manufacturing associations, 22,000 labor unions, 10,000 public libraries, 32,000 banks, 58,000 general stores, 3,500 Young Men's Christian Association branches, 10,000 members of the Council of National Defense, 56,000 post offices, 5,000 draft boards, and 100,000 Red Cross Chapters. The Speaking Division conducted 45 war conferences. The pamphlet division, Creel breathlessly claimed, “enlisted over 3,000 of the leading historians of the country,” who directed the production of posters, window cards, and similar material of pictorial publicity for the use of various government departments and patriotic societies (pp. 57-58).”²⁵

It seems that the propaganda created by the CPI, and other nation's propaganda agencies, during World War I had the impact of giving a moral cause for soldiers and civilians to fight for their respective nations.²⁶ These

¹⁷ McDermott, J. *British Military Service Tribunals, 1916-18: A very much abused body of men'*. (Manchester, UK: Manchester University Press, 2013), 1-2.

¹⁸ Creel, G. *How We Advertised America*. (New York: Harper & Brothers, 1920), 1-2.

¹⁹ Hamilton, J. M. *Manipulating the masses: Woodrow Wilson and the birth of American propaganda*. (Baton Rouge: Louisiana State University Press, 2020), 21.

²⁰ Ashley, Perry J. *American Newspaper Journalists, 1901–1925*. (Detroit: Gale Research Company, 1984), 64.

²¹ *Ibid* at 70-71

²² Creel, G. *Complete Report of the Chairman of the Committee on Public Information*. (Washington, DC: Government Printing House, 1920), 5.

²³ Creel, G. *How We Advertised America*. (New York: Harper & Brothers, 1920), 2.

²⁴ *Ibid* at 3

²⁵ The Committee on Public Information and the Birth of US State Propaganda. Fischer, N., 2016, *Australasian Journal of American Studies*, 35(1), 51–78.

²⁶ Allied Propaganda and World War I: Interwar Legacies, Media Studies, and the Politics of War Guilt, Gullace, N.F., 2011, *History Compass*, 9 (9), 686.

efforts were widespread and collectively global. Given the effective nature of propaganda during World War I, this paper will explore what impact the propaganda techniques used in The Great War had on the development of marketing.

It has already been discussed that leaders recognized the need for public support if the war effort was going to have a successful conclusion. World War I was the first conflict where public support for the war effort was seen as a vital ingredient for success. As President Wilson's Secretary of War Newton D. Baker stated, "I am obliged to believe that the sword is mightier than the pen. But this war wasn't to be won by the sword alone. It was to be won by the pen as well as the sword, and I am not speaking now of a purely military victory, because the victory is simply a point in time."²⁷ The CPI was created to be a tool to marshal public support for the war effort. In order to accomplish this task, the CPI was given tremendous resources by the American government.²⁸

However, where great resources are given significant results are expected. It seems that Creel and CPI did deliver unique and ground-breaking results. Fischer (2016) states that, "Until its dissolution in June 1919, the CPI issued a vast body of propaganda, in an unprecedented range of media. Its innovative use of the printed and spoken word, and of graphic images in poster and motion picture formats, won the admiration of contemporary and future observers, and helped usher in a new era of truly professional propaganda (Fischer, 2016, pp. 54-55).²⁹

In support of the war effort, the CPI took its marketing efforts to a level not seen before. Fischer (2016) states, "By taking advantage of all available media and means of communication, the CPI was able to reach deep into the heart of remote and rural communities, as well as great cities."³⁰ Regarding the efforts of the CPI journal Mark Sullivan commented that "It became difficult for half a dozen persons to come together without having a (CPI speaker's bureau) descend upon them."^{31,32}

Modern marketing is often focused on one of four areas often referred to as the "4 Ps." The four "Ps" are: product, place, pricing, and promotion.³³ One of the areas of marketing where Creel, and other propagandists contributed to is product.

A key element of the 4Ps of product is branding.³⁴ Branding is a process which differentiates a product or a service from others in the market place. Branding of a product or service may include the following elements: personality, product design, brand identity, and brand communication.³⁵ Creel and CPI worked to brand World War I.

With regard to branding World War I, Creel like any present-day marketer had to ask the basic question how does the product of this armed conflict meet the needs and desires of the American public? Creel (1920) gives insight as to how the CPI met the needs and wants of the American public during World War I. One key need the CPI addressed was providing news, though perhaps filtered, to the American public. The many releases issued by the CPI gave people a source of readily available information regarding the war effort and America's role in it.³⁶

Creel and the CPI also understood that Americans needed to put the war in an appealing context. The context the CPI chose to use was what would be identified by the public as basic American values including patriotism and liberty. The CPI also attempted to explain how sacrifices made on the home front and on the battlefield would contribute to spread of American type values overseas.³⁷

The CPI branded World War I as a product that would bring about American style liberty and justice around the world. Stories and press releases about units such as the Blue Devils, Pershing's Veterans were designed to evoke in the public feelings of patriotism and the heroic. Stories regarding alleged German war atrocities such as against Belgians were aimed at giving Americans a sense that the United States was needed to make the world a safer and more just place.³⁸

²⁷ Creel, G. *How We Advertised America*. (New York: Harper & Brothers, 1920), xiv-xv.

²⁸ *Ibid* at 3

²⁹ The Committee on Public Information and the Birth of US State Propaganda. Fischer, N., 2016, *Australasian Journal of American Studies*, 35(1), 54-55.

³⁰ *Ibid* at 58

³¹ *Ibid* at 58

³² World War I, public intellectuals, and the Four Minute Men: Convergent ideals of public speaking and civic participation, Mastrangelo, L., 2009, *Rhetoric & Public Affairs* 12(4), 609-619.

³³ The 4P Classification of the Marketing Mix Revisited, van Waterschoot, W. and van den Bulte, C., 1992, *Journal of Marketing*, Vol. 56, No. 4.

³⁴ Kotler, P., & Keller, K. L. *Marketing Management*. (New Delhi: Prentice Hall India, 2009), 23.

³⁵ Building brand identity in competitive markets: A conceptual model, Ghodeswar, B. M., 2008, *Journal of Product & Brand Management*, 17(1), 5.

³⁶ Creel, G. *Complete Report of the Chairman of the Committee on Public Information*. (Washington, DC: Government Printing House, 1920), 2.

³⁷ *Ibid* at 4-5

³⁸ *Ibid* at 2

Branding is designed to give a product a personality and positive indent in the consumer's mind. The process of branding also adds value in the minds of consumers.³⁹ World War I was given the personality and qualities of a war which would make the world a safer, better, and more American place. This branding process helped make the war something many more Americans could support.

A second element of the 4Ps that Creel and other propagandists helped to develop during World War I is that of promotion. Promotion in marketing can be defined as marketing communications directed at a specific audience with regards to the merits of a product or a service. Promotion, similar to branding, helps to create in the consumer's mind a place of value and possibly even honor. Promotion aids in generating among consumers increases in, interest, awareness, brand loyalty, and sales.⁴⁰

Marketing was a new discipline and industry at the time of the CPI's existence. The first university courses in the came along in 1902.⁴¹ The first books on the topic of marketing came along in the early 1900's.⁴²

It is interesting to see how the techniques of Creel's CPI mirror that of modern marketing firms today in many ways. Creel was indeed a promoter and marketer. As discussed, Creel and the CPI, made efforts to promote the war effort across America. A total of 755,190 speeches were made by speakers trained by the CPI in 5,600 different communities. Newspapers, press releases, billboards and posters were all used by Creel and the CPI to promote the notion to the American public that World War I was a patriotic cause, and to support armed services recruitment efforts.⁴³

The typical elements of promotion include: personal selling, advertising, and public relations.⁴⁴ The CPI engaged in all three of these promotional activities. The degree and scale of these promotional activities engaged in by the CPI was unprecedented for its time. As George Creel himself put it, "(The CPI) was a vast enterprise in salesmanship, the world's greatest adventure in advertising."⁴⁵ Literally, the CPI's promotional activities contacted Americans of all walks of life and parts of the United States.⁴⁶

The CPI's impact on marketing can also be measured by the number of important marketing executives who honed their professional skills while working for the agency. One example would be Edward L. Bernays.⁴⁷ Early in his career Bernays went to work for the CPI. Bernays, after his work with the CPI, became a what many considered to the father of public relations. Bernays career was long lasting and defined a key portion of the marketing industry.⁴⁸

Berneys was not the only important future marketing executive to cut their teeth at the CPI. Another example would be William H. Ingersoll who after his time at the CPI went on to become the president of the powerful New York Advertising Club (Vaughn, 1980, p. 110).⁴⁹ Like, Berneys, Ingersoll was heralded as a pioneer in advertising and marketing for his many contributions which modernized and revolutionized the industry.⁵⁰

Other CPI employees who went on to highly successful careers in marketing related industries included: William H. Johns, William Rankin, and William C. D'Arcy.⁵¹ Johns was one of the founders of the American Association of Advertising Agencies and was inducted into the American Advertising Federation's Hall of Fame.⁵² William Rankin became a leading pioneer in radio advertising.⁵³ William C. D'Arcy's advertising efforts helped

³⁹ Armstrong, G., Adam, S., Denize, S. M., & Kotler, P. *Principles of Marketing* (6th ed.). (Malborne: Pearson Australia, 2014), 211.

⁴⁰ Iacobucci, D. *Marketing Management* (5th Edition). (Boston, MA: Cengage Learning. 2018), 7.

⁴¹ Weitz, B. and Wensley, R. *Handbook of Marketing*. (London: Sage, 2006), 52.

⁴² Pioneers in the Development of Advertising. Coolsen, F, 1947, *Journal of Marketing*, 12(1), 80.

⁴³ Creel, G. *How We Advertised America*. (New York: Harper & Brothers, 1920), 3.

⁴⁴ Mahajan, J.P., and Mahajan, A. *Marketing Management*. (New Delhi: Vikas Publishing House, 2015), 185.

⁴⁵ Vaughn, S. *Holding fast the inner lines: Democracy, Nationalism, and the Committee on Public Information*. (Chapel Hill, NC: Univ. of North Carolina Press, 1980, 110.

⁴⁶ The Committee on Public Information and the Birth of US State Propaganda. Fischer, N., 2016, *Australasian Journal of American Studies*, 35(1), 58.

⁴⁷ Vaughn, S. *Holding fast the inner lines: Democracy, Nationalism, and the Committee on Public Information*. (Chapel Hill, NC: Univ. of North Carolina Press, 1980, 110.

⁴⁸ Tye, L. *Father of spin, the: Edward L. Bernays & the birth of public relations*. (New York: Henry Holt & Company Inc, 1998), vii-viii.

⁴⁹ Vaughn, S. *Holding fast the inner lines: Democracy, Nationalism, and the Committee on Public Information*. (Chapel Hill, NC: Univ. of North Carolina Press, 1980, 110

⁵⁰ New York Times. (1946, August 25). *W.H. Ingersoll, 66, is dead in Jersey; ex-partner in 'dollar watch' company, marketing expert, succumbs changing tire*. Retrieved March 26, 2022, from <https://www.nytimes.com/1946/08/25/archives/wh-ingersoll-66-is-dead-in-jersey-expartner-in-dollar-watch-company.html>

⁵¹ Vaughn, S. *Holding fast the inner lines: Democracy, Nationalism, and the Committee on Public Information*. (Chapel Hill, NC: Univ. of North Carolina Press, 1980, 111.

⁵² American Advertising Federation. (2009). *William H. Johns*. Hall of Fame Members. Retrieved March 26, 2022, from http://advertisinghall.org/members/member_bio.php?memid=670

give national prominence to brands that well known today, including Coca-Cola and Budweiser (McDonough & Egolf, 2003, p. 414).⁵⁴

Creel of course was not alone in this promotion efforts. Other nations in the war attempted to promote their efforts in the war effort for the same reasons as the United States did. For example, Great Britain much like the United States engaged in propaganda efforts to support their victory efforts in the war. However, the British effort, like that of other powers in the war was more disunified than that of the United States. Other nations in the war did not use a single agency or ministry that engaged in propaganda. The United States was alone in centralizing its efforts behind a single agency (Lasswell, 2013).⁵⁵

2. Literature Review

2.1 Propaganda Defined

In order to explore the relationship between modern day marketing and propaganda created during World War I a definition of both will be helpful. Jowett and O'Donnell (2015) share examples how propaganda is typically used. These examples include: instilling a wave of patriotism in a national audience to support a war effort; the enlistment of terrorist followers; a military trying to convey a false sense of strength to an enemy; a company attempting to malign its competition, or a company trying to enhance its own image.⁵⁶

Jowett and O'Donnell (2015) also share that propaganda's use is not limited to governments or militaries. This tool is not just one from the past. Propaganda is also a tool used in the marketing efforts of companies presently.⁵⁷ Edward L. Bernays, one of the CPI's employees stated the following:

When I came back to the United States (from World War I), I decided that if you could use propaganda for war, you could certainly use it for peace. And propaganda got a bad word because of the Germans using it, so what I did was try and find some other words so we found the words public relations.⁵⁸

The similarity between marketing and what is called propaganda is very telling. Marlin (2002) states that many in English speaking nations consider propaganda to be linked squarely to promoting a political cause or ideology. However, in many other parts of the world propaganda and advertising are interchangeable terms.⁵⁹ Marlin (2002) adds the following, "Despite the difference in meaning, there is a close similarity between ideological, political, and commercial forms of persuasion, at least so far as principals of persuasion are concerned."⁶⁰

Visual images and art were a key media used to market the war. Kingsbury (2010) provides some examples of propaganda used during World War I. One of these examples includes a woman dressed in an American flag sowing seeds in a garden to support the war effort.⁶¹ Another, and more menacing example, is an American poster for war savings stamps which illustrates a German soldier breaking into a home via a window.⁶² Another propaganda poster shows an angry gorilla wearing a German military helmet carrying a bloody club with the German word for culture "kultur" and partially dressed unconscious woman. Above the gorilla is the statement, "Destroy this mad brute (Learnnc.org 2017)."⁶³ A German poster from the era shows a strong looking man holding a sword with his arm around a mother and baby (Ww1propaganda.com, 2017).⁶⁴ A British poster even resorted to shame as a tool to recruit men into the war effort. The British poster showed a father being asked by his young children, "Daddy, what did YOU do in the Great War? (The British Library, 2017)."⁶⁵ Propaganda posters such as

⁵³ O'Dell, C. and Sterling, C. eds. *The Concise Encyclopedia of American Radio*. (London, United Kingdom: Taylor & Francis, 2010), 11.

⁵⁴ McDonough, J., & Egolf, K. *The Advertising Age Encyclopedia of Advertising*. (New York: Fitzroy Dearborn, an imprint of Taylor & Francis Group, 2003), 414

⁵⁵ Lasswell, H. D. (2013). *Propaganda Technique in the World War*. (Cambridge, MA: Martino Publishing, 2013).

⁵⁶ Jowett, G. and O'Donnell, V. 2015. *Propaganda & persuasion*. (Thousand Oaks, California: Sage Publications, Inc., 2015), 4

⁵⁷ *Ibid* at 4

⁵⁸ Wimberly, C. (2019). *How Propaganda Became Public Relations: Foucault and the Corporate Government of the Public*. (London: Taylor & Francis, 2019), 2.

⁵⁹ Marlin, R. *Propaganda and the Ethics of Persuasion*. London: Broadview Press, 2002), 175.

⁶⁰ *Ibid* at 175

⁶¹ Kingsbury, C. *For Home and Country*. (Lincoln: University of Nebraska Press, 2010), 7.

⁶² *Ibid* at 11

⁶³ Learnnc.org. (2017). *Uncle Sam - World War I propaganda posters*. [online] Available at: <http://www.learnnc.org/lp/editions/ww1posters/6203> [Accessed 12 Oct. 2017].

⁶⁴ Ww1propaganda.com. 2017. *Examples of Propaganda from WWI | Russian WW1 Propaganda Posters*. [online] Available at: <http://www.ww1propaganda.com/world-war-1-posters/russian-ww1-propaganda-posters> [Accessed 12 Oct. 2017].

⁶⁵The British Library. 2017. *Propaganda for Patriotism and Nationalism*. [online] Available at: <https://www.bl.uk/world-war-one/articles/patriotism-and-nationalism> [Accessed 12 Oct. 2017].

the above examples likely were aimed at utilizing emotional feelings related to home, masculinity, and chivalry in order to encourage support for the war effort.

Some propaganda posters were designed to appeal to their audiences' sense of adventure. One World War I era poster shows a sailor urging a man reading a newspaper to join the U.S. Navy. Behind the two men in the poster is an angelic looking woman carrying a sword and an American flag. A statement at the top of the poster reads "The navy needs you! Don't read American history - make it (Learnnc.org 2017)."⁶⁶ A Russian poster of the World War I era shows a pilot and his gunner gallantly going in to battle high above the clouds (Ww1propaganda.com, 2017).⁶⁷ This poster was likely aimed not only to inspire the reader's sense of adventure, but also to kindle within them a great pull towards patriotic duty.

Posters were an important medium of advertising used by the CPI during World War I. The Creel Report states that artists were created to make various posters, postcards and other pictographic material to promote the war effort. A total of 1,438 drawings to promote the war effort were created by the CPI.⁶⁸

Visual media was helpful in marketing World War I to the public. The posters served as a way to share with the public the technology and prowess of each nation's armed forces.⁶⁹ Jones (2009) states the following regarding the advantages of using visual media to promote the war effort, "In addition to being sent to the front, they (visual images) reached mass numbers of people in every combatant nation, serving to unite diverse populations as simultaneous views of the same images and to bring them closer, in an imaginary yet powerful way, to the war. Posters nationalized, mobilized, and modernized civilian populations."⁷⁰

Visual imagery is used today in marketing. Effective visual images convey the following to consumers: trust in the brand, belief in the expertise of the brand, and self-connection with the brand.⁷¹ Fischer (2016) states that the propaganda techniques, including use of visual images, used by the CPI have had an influence on the developing of marketing up to the present day.⁷² The CPI's use of visual images helped develop the use of this media in the field of marketing presently.

2.2 Marketing Defined

It is also important to have a clear sense of how marketing is defined. A couple of common definitions of marketing are provided by the Chartered Institute of Marketing (CIM) and the American Marketing Association (AMA).

According to the CIM marketing is, "The management process which identifies, anticipates and satisfies customer requirements efficiently and profitably."⁷³ The AMA takes a perhaps more holistic approach in its definition, "Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large."⁷⁴

In recent years there has been some debate over the definition of marketing. In 2004 the AMA revised its definition of marketing. Main change in the AMA's definition moved from a statement which focused on exchange, of giving something of value in return for something else that is desired, to value creation. Value creation in this context can be defined as the development of relationship which goes beyond mere exchange.⁷⁵

Phillip Kotler, a marketing theorist defines marketing as follows:

Marketing is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies needs and desires. It defines, measures, and quantifies the size of the identified market and its potential profit. It pinpoints the market segments the company is capable of serving best, and it designs and promotes the appropriate products and services.⁷⁶

⁶⁶Learnnc.org. (2017). *Uncle Sam - World War I propaganda posters*. [online] Available at: <http://www.learnnc.org/lp/editions/ww1posters/6203> [Accessed 12 Oct. 2017].

⁶⁷ Ww1propaganda.com. 2017. *Examples of Propaganda from WWI | Russian WW1 Propaganda Posters*. [online] Available at: <http://www.ww1propaganda.com/world-war-1-posters/russian-ww1-propaganda-posters> [Accessed 12 Oct. 2017].

⁶⁸ Information, U. 2016. *COMPLETE REPORT OF THE CHAIRMAN OF THE COMMITTEE ON PUBLIC INFORMATION, 1917, 1918, 1919 ...* (Classic Reprint). (London: Forgotten Books, 2016), 3.

⁶⁹ Jones, P. *Picture This: World War I Posters and Visual Culture*. (Lincoln, NE: University of Nebraska Press, 2009), 1.

⁷⁰ *Ibid* at 2

⁷¹ Kim, C. and Kahle, L. *Creating Images and the Psychology of Marketing Communication*. (Mahwah, NJ: Taylor & Francis, 2006), x.

⁷² The Committee on Public Information and the Birth of US State Propaganda. Fischer, N., 2016, *Australasian Journal of American Studies*, 35(1), 74.

⁷³ Masterson, R. and Pickton, D. (2014). *Marketing*. (Los Angeles: Sage, 2014), 4.

⁷⁴ Masterson, R. and Pickton, D. *Marketing*. (Los Angeles: Sage, 2014), 5.

⁷⁵ Implications of the Revised Definition of Marketing: From Exchange to Value Creation. Sheth, J. and Uslay, C, 2007, *Journal of Public Policy & Marketing*, 26(2), 302-303.

⁷⁶ Kotler, P. (2005). *According to Kotler: The world's foremost authority on marketing answers your questions*. (New York, NY: AMACOM, 2005), 1.

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With regard to marketing, it is important to understand that advertising is part of the marketing mix.⁷⁷ Many of those who were part of the CPI were part of America's growing advertising industry. The forms of media available to the CPI were limited, when compared to what presently exists. Marketing at the time was limited mainly to print and visual forms of advertising including posters and silent screen motion pictures.⁷⁸

2.3 Development of Marketing and World War I

Artifacts indicate that the practice of marketing, in one form or another, has been in place since the classical era in the West in order to help sell goods.⁷⁹ However, the discipline was not formalized it seems until the early 20th Century. The first classes at the collegiate level in marketing seem to have been offered at the University of Michigan and the University of Illinois in 1902.⁸⁰ However, there is some evidence to suggest that German universities may have offered coursework in marketing even before American institutions.⁸¹

Advertising, which is well accepted to be part of the discipline of marketing, was a well-studied topic before World War I. Coolson (1947) finds that 75 books on the topic of advertising had been authored between 1900 and 1910, with several titles being published before even 1900.⁸²

Frank Presbrey, an advertising agent during World War I, wrote the following about the great and revolutionary impact of The Great War on the development of advertising. Presbrey was among several executives in the advertising and marketing industry during the war era who were proud of the contributions their field made to America's victory.⁸³ Presbrey states: "A new and greater revelation of the power that advertising possesses came as a consequence of war needs and of the conditions following the upheaval."⁸⁴

Marketing as a field and industry grew after World War I. Bartels (1988) finds that the period just after World War I represented an age of significant change for the discipline. Marketing moved from what Bartels termed "The Period of Conceptualization" to the "Period of Integration."⁸⁵ The efforts of the CPI provided a testing ground for how marketing could influence the public. According to Fischer (2016), the CPI's efforts were unprecedented for their time and have received praise for their impact.⁸⁶

The turn of the 20th Century was an era of development for the field of marketing. During the period of 1900 to 1910, called "The Period of Discovery" marketing began to be identified as a discipline worthy of advanced study. Spending on advertising in the United States grew in 1914 to \$1.4 billion from about \$500 million at the turn of the 20th Century. By 1920 that number had doubled again.⁸⁷

World War I brought good fortune to those in the field of marketing. The marketing industry did grow rapidly during and after World War I. Between 1910 and 1920, called "The Period of Conceptualization" marketing began to develop into a practice that more businesses began to engage in. Between 1920 and 1930, called "The Period of Integration" marketing practices and techniques became more advanced and universally accepted.⁸⁸

Early into the conflict, it is worth noting that most professionals in the advertising industry wanted to avoid American involvement in the war, like most of the country during the early period of World War I.⁸⁹ However, this attitude was to change, possibly for utilitarian reasons. The *Printers' Ink* an advertising industry trade publication, saw the war and the peace that would follow as a potential boon to their already growing industry. Much of the optimism felt by the advertising industry due the economic impact of the war would have on many different European industries.⁹⁰ European industry's loss, was seen to be a likely gain for the clients of America's advertising agencies.

War was indeed good for the still young advertising industry. By January of 1917, just a few months before the entry of the United States into the war, the advertising industry was already seeing a significant uptick in

⁷⁷ Bartels, R. (1976). *The History of Marketing Thought*. (Columbus, OH: Grid, 1976), 46.

⁷⁸ The Committee on Public Information and the Birth of US State Propaganda. Fischer, N., 2016, *Australasian Journal of American Studies*, 35(1), 58.

⁷⁹ Maran, J. and Stockhammer, P. *Materiality and Social Practice*. (Oxford: Oxbow Books, 2013), 3-4.

⁸⁰ Weitz, B. and Wensley, R. *Handbook of Marketing*. (London: Sage, 2006), 52.

⁸¹ *Ibid* at 47

⁸² Pioneers in the Development of Advertising. Coolson, F, 1947, *Journal of Marketing*, 12(1), 80.

⁸³ The Advertising Industry and World War I. Pope, D, 1980, *The Public Historian*, 2(3), 4-5.

⁸⁴ Presbrey, F. *The History and Development of Advertising*. (New York, NY: Doubleday, 1968), 565.

⁸⁵ Bartels, R. (1988). *The History of Marketing Thought*. (Columbus, Ohio: Publ. Horizons, 1988), 143.

⁸⁶ The Committee on Public Information and the Birth of US State Propaganda. Fischer, N., 2016, *Australasian Journal of American Studies*, 35(1), 54.

⁸⁷ The Advertising Industry and World War I. Pope, D, 1980, *The Public Historian*, 2(3), 5.

⁸⁸ Bartels, R. (1988). *The History of Marketing Thought*. (Columbus, Ohio: Publ. Horizons, 1988), 143-145.

⁸⁹ The Advertising Industry and World War I. Pope, D, 1980, *The Public Historian*, 2(3), 6.

⁹⁰ Printers' Ink. Vol.89 (Oct.-Dec. 1914). , 66-67. Retrieved March 9, 2022, from <https://babel.hathitrust.org/cgi/pt?id=njp.32101066805886&view=1up&seq=71&skin=2021&q1=war>

business.⁹¹ The optimism regarding the growth of American industry and the growing advertising industry increased as America prepared to enter the war effort.⁹²

Given the seeming benefits of armed conflict to the advertising industry, it is not entirely surprising that there was enthusiasm for the war effort. The industry's enthusiasm translated into tangible action. The Associated Advertising Clubs offered their aid to President Wilson in what they saw as the nation's eventual entry into the war, and subsequent peace. The advertising industry's aid went beyond mere words. In 1916 the Advertising Men's Military Training Association was formed and went so far as to offer its members combat training.⁹³

The advertising industry's enthusiasm for the Great War provides context for George Creel, and those in the industry who were a part of the Committee on Public Information. Simply put, Creel and his associates were not alone. They were representative of many within their industry during the World War I era.⁹⁴

The Complete Report of the Chairman of the Committee on Public Information, 1917, 1918, 1919, often referred to as the Creel Report, shares the documented efforts of the United States Government to rally public support for the war effort through propaganda, and various other marketing efforts. According to the Creel Report, the Committee on Public Information (CPI) was tasked with engaging all 110 million Americans in the war effort. The CPI recruited 75,000 speakers in 5,200 communities, and a total of 755,190 speeches were made on behalf of the war effort. CPI created and sponsored events where the public met various heroes of the war including: the Blue Devils, Pershing's Veterans, and various Belgian veterans. Also, the CPI held 45 war conferences in the United States where famous figures and soldiers spoke to further garner greater support for the war effort.⁹⁵

DeBauche (1997) found that most of the 75,000 speakers were prominent business leaders in their respective communities.⁹⁶ These speakers were given training by the CPI and universities.⁹⁷ The training efforts of the CPI for these speakers may have disseminated marketing practices in more quickly throughout America.

Additionally, the CPI utilized 3,000 historians to help craft war pamphlets to promote the cause of war and show how war aims were tied to American patriotism. The CPI gave out 75 million of these pamphlets to the American public during World War I.⁹⁸

The Creel Report also boasts the use of various means of, what would now be termed earned media advertising, to support its efforts to promote World War I to the American public. These included advertising in: newspapers, outdoor signs, and on various forms of transportation. The report also states that a team of translators worked with overseas newspapers to share propaganda regarding the war effort and American motivations.⁹⁹

The CPI also started a newspaper to share American war aims and propaganda. Financially the CPI's publishing efforts may even have been profitable. The newspaper, which was clearly popular during the war, generated over \$77 million dollars in subscriptions.¹⁰⁰

There are several indicators of the CPI's success. Axelrod (2009) states that George Creel created America's first dedicated propaganda ministry. The CPI was successful in controlling every scrap of information the American public saw or heard regarding World War I from 1917 onward. Creel's agency's propaganda efforts were successful in reaching their aims of gaining support for the war effort.¹⁰¹

Measuring the success of the CPI's efforts can be a bit hard to quantify given the era that did not collect statistical data to the degree accomplished today. However, the organization was able to reach out to many with its promotional efforts. Fischer (2016) states, "By taking advantage of all available media and means of communication, the CPI was able to reach deep into the heart of remote and rural communities, as well as great cities."¹⁰² George Creel claimed that the CPI reached out to millions of Americans. A total of 75,000 Four Minute Men speakers gave 755,190 short speeches in 5,200 different communities by those working with the CPI.¹⁰³ It is clear the CPI was successful in creating a marketing campaign with a nationwide scope and saturation.

⁹¹ Russell, T. (1917). *Printers' ink*. vol.98 (Jan. 1917). Retrieved March 9, 2022, from <https://babel.hathitrust.org/cgi/pt?id=njp.32101066806066&view=1up&seq=13&skin=2021&q1=war>

⁹² The Advertising Industry and World War I. Pope, D, 1980, *The Public Historian*, 2(3), 6.

⁹³ *Ibid* at 7

⁹⁴ The Advertising Industry and World War I. Pope, D, 1980, *The Public Historian*, 2(3).

⁹⁵ Information, U. 2016. *COMPLETE REPORT OF THE CHAIRMAN OF THE COMMITTEE ON PUBLIC INFORMATION, 1917, 1918, 1919 ...* (Classic Reprint). (London: Forgotten Books, 2016), 2.

⁹⁶ DeBauche, L. *Reel Patriotism*. (Madison, WI: University of Wisconsin Press, 1997), 83.

⁹⁷ World War I, Public Intellectuals, and the Four Minute Men: Convergent ideals of public speaking and civic participation. Mastrangelo, L, 2009, *Rhetoric & Public Affairs* 12(4), 607-633.

⁹⁸ Information, U. 2016. *COMPLETE REPORT OF THE CHAIRMAN OF THE COMMITTEE ON PUBLIC INFORMATION, 1917, 1918, 1919 ...* (Classic Reprint). (London: Forgotten Books, 2016), 2.

⁹⁹ *Ibid* at 3

¹⁰⁰ *Ibid* at 3

¹⁰¹ Axelrod, A. *Selling the Great War*. (New York: Palgrave Macmillan, 2009), x-xi.

¹⁰² The Committee on Public Information and the Birth of US State Propaganda. Fischer, N., 2016, *Australasian Journal of American Studies*, 35(1), 58.

¹⁰³ Creel, G. *How We Advertised America*. (New York: Harper & Brothers, 1920), 2.

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Bernays (1928) wrote shortly after the war about the lessons that could be learned from World War I's successful propaganda efforts. He stated that there was in place an invisible government which had the ability to dictate to the public their own thoughts through the use of advertising and public relations specialists.¹⁰⁴ Bernays, and several others, took what he learned during his time at the CPI to heart and made a career off what he learned. Bernays credited what he learned during at the CPI in helping launch his own successful career in advertising.¹⁰⁵ A byproduct of the CPI's efforts at selling World War I to the public was training future leading marketers, in addition to Bernays, including: William H. Johns, William Rankin, and William C. D'Arcy.¹⁰⁶

Marketing seems to use many of the same themes today as were found in World War I's propaganda campaigns. Avraham and Ketter (2012) point out that patriotism is often used as a theme in successful modern marketing campaigns.¹⁰⁷ Edwards (2016) states that modern marketing efforts today often attempt to make for the consumer a mental connection between their product and the masculine image.¹⁰⁸

Modern promotion also owes a debt to the CPI. The modern elements of promotion include: personal selling, advertising, publicity.¹⁰⁹ Personal selling was accomplished by the CPI though the use of speeches of the Four-Minute Men who spoke to small and large groups in thousands of communities across the nation. Publicly in support of the cause of war came via thousands of press releases, essays, and articles. Advertising the war effort came in the form of posters, speeches, and newspaper articles which lauded the conflict's aims.¹¹⁰ The promotion approaches used by the CPI share much in common with similar efforts used by marketers today.

2.4 Branding Defined

As mentioned earlier, branding is a common and valued modern marketing practice today. It is a practice that has been studied by several scholarly disciples including, but not limited to: psychology, economics, organizational behaviorists, philosophers, design experts, and marketers.¹¹¹

While branding is a modern practice it is not a new one. It is also not limited to a set of techniques which was developed in World War I. However, World War I, specifically the work of George Creel and other propagandists, of the era aided in the development of modern branding practice and techniques.¹¹²

In more recent years branding could be defined as a process that either adds or recognizes the value of a given product or service.¹¹³ Modern branding today according to marketing theorist John Murphy is focused on the following:

Thus modern, sophisticated branding is now concerned increasingly with a brand's 'gestalt', with assembling together and maintaining a mix of values, both tangible and intangible, which are relevant to consumers and which meaningfully and appropriately distinguish one supplier's brand from that of another.¹¹⁴

The concept of gestalt focuses on "the whole is greater than the sum of all its parts."¹¹⁵ Creel from his own description of the efforts of the CPI focused on all the moving parts of opinion in World War I America to promote what could have easily been an unpopular conflict. Evidence of how the CPI engaged with the many different moving parts of American society can be found in archives of the organization. The committee reached out to an estimated 75 million Americans quite an accomplishment in an era before commercial radio and television. A plethora of the different media available during World War I including: newspapers, motion pictures, speeches, billboards, pamphlets, and posters.¹¹⁶

¹⁰⁴ Bernays, E.L., (1928). *Propaganda*. (Brooklyn: Ig Publishing, 1928), 63.

¹⁰⁵ Wimberly, C. *How Propaganda Became Public Relations: Foucault and the Corporate Government of the Public*. (London: Taylor & Francis, 2009), 2.

¹⁰⁶ Vaughn, S. *Holding fast the inner lines: Democracy, Nationalism, and the Committee on Public Information*. (Chapel Hill, NC: Univ. of North Carolina Press, 1980), 111.

¹⁰⁷ Avraham, E. and Ketter, E. *Media Strategies for Marketing Places in Crisis*. (Hoboken: Taylor and Francis, 2012), 181).

¹⁰⁸ Edwards, T. *Men in the Mirror: Men's Fashion, Masculinity, and Consumer Society*. (London: Bloomsbury Academic, 2016), 59.

¹⁰⁹ Strydom, J. *Introduction to Marketing*. (Cape Town, South Africa: Juta, 2004), 140.

¹¹⁰ Creel, G. *How We Advertised America*. (New York: Harper & Brothers, 1920), 2.

¹¹¹ Jones, R. *Branding: A Very Short Introduction*. (Oxford, United Kingdom: Oxford University Press, 2017), 1.

¹¹² Boorstin, D. J. *The Americans. The Democratic Experience*. (New York, NY: Vintage Books, 1974), 148-149.

¹¹³ Murphy, J. M. *Branding: A key marketing tool*. (New York, NY: Macmillan, 1992), 1.

¹¹⁴ *Ibid* at 1-2

¹¹⁵ Sternberg, R.J.; Sternberg, K. *Cognitive Psychology* (6th ed.). (Belmont, CA: Cengage Learning, 2012).

¹¹⁶ Creel, G. *Complete Report of the Chairman of the Committee on Public Information*. (Washington, DC: Government Printing House, 1920), 6.

2.5 Promotion Defined

An example of a simple, yet representative contemporary, definition of promotion is as follows: Promotion is used by businesses to remind, persuade, and inform customers about products and services.¹¹⁷ A more classical and detailed definition would include the following: Promotion is a type of marketing communication used to educate a selected audience of the merits and benefits of a product, service, brand or issue, in manner that aims to be persuasive. Promotion is used by marketers to create a distinctive place in customers' mind for a product, service, or issue. Promotion can use either a cognitive or emotional route to accomplish this goal. Successful promotional efforts tend to lead to increased brand awareness, create interest, garner brand loyalty, and additional sales.¹¹⁸

As discussed previously, promotion is one of the basic elements of the market mix, which includes the four Ps, i.e., product, price, place, and promotion. The promotion mix itself includes: personal selling, advertising, publicity, and sales promotion.¹¹⁹ Also, as discussed earlier three of the four elements of the promotion mix were at work in the efforts of the CPI during World War I.

Section Three: Methodology

Given the subject matter, this paper utilizes a historical methodology. The researcher has a keen interest in exploring the impact of World War I's propaganda efforts on the overall development of marketing as a discipline and practice. The impact of the CPI is a particular focus of this paper given how widespread and well organized their efforts to promote America's involvement in World War I were.

Preliminary research was conducted to find both primary and secondary sources related to propaganda in World War I. A primary source is typically one which is recorded or made at, or near, the time of the event being studied.¹²⁰ Thanks to the efforts of many scholars and historians many primary sources related to World War I's propaganda efforts are available online, or in the collections of libraries. Examples of primary sources used in this research are the Creel Report and descriptions of various propaganda posters from World War I.

After collecting the various sources and conducting a review of this material the researcher developed an argument. An argument is made that the propaganda efforts of the World War I aided the development of marketing as a discipline. Evidence from primary and secondary sources are utilized to support this argument.

Sources, both primary and secondary, were scrutinized with regard to the authenticity, competence, and credibility. Each of these steps are typical and well accepted practices in historical research.¹²¹ Following these steps an argument was developed and presented.¹²²

Section Four: Findings and Discussion

Given the great impact of World War I on society it should not be a surprising notion that the field and practice of marketing, like many other industries, would be impacted by this conflict. In fact, there is good amount of evidence that marketing in the form of what at the time was called propaganda played an important role in America's involvement in World War I.¹²³ According to the reports of the CPI, that organization alone reached out to millions of Americans and others worldwide during the period of U.S. involvement in World War I.¹²⁴ Such a major and prolonged campaign to promote the war effort likely had a significant impact on the American public's view of the war effort.

Additionally, there is a good amount of evidence, provided in the Creel Report, that the American government spent a great deal of expense, time, and effort to develop a propaganda effort to maintain the public's support for the war effort. The Creel Report documents a long list of propaganda efforts included: 75,000 individual speakers, speeches made in 5,200 different America communities, a total of 755,190 speeches made on behalf of the war effort, 45 war conferences, and a total of 3,000 historians hired to help create war propaganda pamphlets.¹²⁵ The utilization of this many individuals and resources gives evidence that the World War I propaganda effort in the United States was a very well organized and widespread marketing campaign.

¹¹⁷ Kaser, K. *Advertising and Sales Promotion*. (Singapore: Cengage Learning Asia Pte, 2012), 150.

¹¹⁸ McCarthy, Jerome E. *Basic Marketing. A Managerial Approach*. (Homewood, IL: Irwin, 1964), 769.

¹¹⁹ Strydom, J. *Introduction to Marketing*. (Cape Town, South Africa: Juta, 2004), 140.

¹²⁰ Craver, K. (1999). *Using Internet primary sources to teach critical thinking skills in history*. (Westport, Connecticut: Greenwood Press, 1999), 15-16.

¹²¹ Bombaro, C. *Finding History*. (Lanham, Md.: Scarecrow Press, 2012), 7-9.

¹²² *Ibid* at 88.

¹²³ Axelrod, A. *Selling the Great War*. (New York: Palgrave Macmillan, 2009), x-xi.

¹²⁴ Creel, G. *How We Advertised America*. (New York: Harper & Brothers, 1920), 2.

¹²⁵ Information, U. 2016. *COMPLETE REPORT OF THE CHAIRMAN OF THE COMMITTEE ON PUBLIC INFORMATION, 1917, 1918, 1919 ...* (Classic Reprint). (London: Forgotten Books, 2016), 3-4.

During the years just before World War I marketing was a young field of endeavor. Coolson (1947) stated that between 1900 and 1910 75 different books on advertising were published.¹²⁶ Existing knowledge of advertising contributed to the development of propaganda and marketing of World War I in the United States. However, the field of marketing development expanded more rapidly during World War I due to the efforts of the CPI and other propagandists. Many of the prominent pioneers of the marketing industry cut their teeth on techniques developed by the CPI.¹²⁷

Given the number of people involved in such a complex public relations and marketing effort such as occurred in the United States during World War I, it would be hard to imagine a scenario where the knowledge gained from the CPI's efforts did not disseminate to those engaged in related efforts after the conflict's end. DeBauche (1997) found that most of the speakers who volunteered to give speeches in support of the war for the CPI were business, political, or community leaders.¹²⁸ Because so many business and community leaders were involved in the CPI's complex marketing efforts it is possible that these skills defused more rapidly than normal into the America's commercial sector advancing marketing practice for decades to come.

As discussed previously, the advertising and marketing community as early as 1914 recognized that the war effort would be good for American business.¹²⁹ It was felt that economic gains by American industry would quickly translate into additional business opportunities for the advertising industry.¹³⁰ Many in the advertising industry likely joined enthusiastically into supporting America's entry into the war effort, in part at least, to help grow the still young marketing and advertising industry. The addition of so many marketing and advertising professionals into the ranks of the CPI likely helped defuse the advanced techniques of the agency used into the post-war marketing industry.

It also interesting to note the transformation which occurred in marketing in the United States during the years before and after World War I. During, and just after the Great War, marketing moved from "The Period of Conceptualization" to "The Period of Integration." These two periods mark the development of the market field of one focused largely on early theories, to one where theory is being successful being applied on fairly routine basis.¹³¹ World War I's focused efforts at propaganda helped move marketing to a new and critical developmental step.

Another interesting phenomenon to consider is the similar themes one finds in today's marketing campaigns and those of World War I propagandists. Jowett and O'Donnell (2015) share how themes of patriotism were used in the propaganda campaigns of World War I to garner support among the public and recruit fresh troops for the conflict.¹³² Avraham and Ketter (2012) also find that today patriotism is still used as a tool in marketing campaigns.¹³³

Appeals to masculinity are used in marketing today.¹³⁴ The propaganda and recruiting campaigns of World War I appealed to masculinity in order to get men to volunteer to serve in the conflict.¹³⁵ Edwards (2016) finds that marketing professionals today still attempt to tie their products, at select times, to masculinity in order to sell more products.¹³⁶

¹²⁶ Pioneers in the Development of Advertising. Coolson, F., 1947, *Journal of Marketing*, 12(1), 80.

¹²⁷ Vaughn, S. *Holding fast the inner lines: Democracy, Nationalism, and the Committee on Public Information*. (Chapel Hill, NC: Univ. of North Carolina Press, 1980, 111.

¹²⁸ DeBauche, L. *Reel Patriotism*. (Madison, WI: University of Wisconsin Press, 1997), 83.

¹²⁹ The Advertising Industry and World War I. Pope, D, 1980, *The Public Historian*, 2(3), 6.

¹³⁰ Printers' Ink. Vol.89 (oct.-dec. 1914). (n.d.). Retrieved March 9, 2022, from <https://babel.hathitrust.org/cgi/pt?id=njp.32101066805886&view=1up&seq=71&skin=2021&q1=war>

¹³¹ Bartels, R. *The History of Marketing Thought*. (Columbus, Ohio: Publ. Horizons, 1988), 143-145.

¹³² Jowett, G. and O'Donnell, V. *Propaganda & persuasion*. (Thousand Oaks, California: Sage, 2015), 4.

¹³³ Avraham, E. and Ketter, E. *Media Strategies for Marketing Places in Crisis*. (Hoboken: Taylor and Francis, 2012), 181.

¹³⁴ Hirschman, E. C. *Branding Masculinity: Tracing the cultural foundations of brand meaning*. (New York: Routledge, Taylor & Francis Group, 2016).

¹³⁵ Ww1propaganda.com. 2017. *Examples of Propaganda from WWI | German WWI Propaganda Posters*. [online] Available at: <http://www.ww1propaganda.com/world-war-1-posters/german-ww1-propaganda-posters> [Accessed 12 Oct. 2017].

¹³⁶ Edwards, T. *Men in the Mirror: Men's Fashion, Masculinity, and Consumer Society*. (London: Bloomsbury Academic, 2016), 59.

Section Five: Conclusions and Implications

World War I's impact on the world is still felt today. Societies, nations, political boundaries and institutions still feel the effects of this war which was literally fought on fronts around the globe. The death toll of the war cannot not be ignored, millions died, either in the trenches, or at home due to deprivation and disease.¹³⁷

While the death toll and societal impact of World War I are tremendous, and should not be ignored, war can bring about cultural and technological advancements.¹³⁸ One area which seems to have advanced due to the tragedy of World War is marketing.

Many of the techniques of marketing related to appeals to patriotism were used successfully in World War I to garner support on the home front and to recruit troops into the bloody conflict. Today patriotism is still called upon by marketing professionals as a tool to sell products, or to draw people to support a cause.¹³⁹

Likewise, masculinity is a tool which was used by propagandists in World War I to gain support at home and new recruits to the battle field. During World War I men were reminded of the societal expectation placed upon them to protect women, children, and their homes in order to get them to enlist in the military.¹⁴⁰ Even today the theme of masculinity is being still used to sell cars and other consumer goods to men.¹⁴¹

This research also touches upon is the power of propaganda to influence, especially with regard to themes related to patriotism and masculinity, the thought processes of consumers and citizens. Bernays (1928) warned shortly after the war that, as he termed them, public relations and propaganda professions, form an invisible government which seeks to influence our thoughts.¹⁴² Marketing's ability influence public thought, and give power to a select few, is always a topic worthy of further investigation and research.

Another possible impact of this paper is to help the marketing community understand its historical roots. The disciple of marketing is actually, at least to a degree, seems to be a byproduct of World War I's war effort. This reality may make some wonder is marketing a tool, or is it perhaps a weapon? This is a question which may also be worthy of future consideration.

¹³⁷ Howard, M. *The First World War: A Very Short Introduction*. (Oxford, UK: Oxford University Press, 2002), 122.

¹³⁸ Black, J. *War and Technology*. (Bloomington: Indiana University Press, 2013), ix.

¹³⁹ Avraham, E. and Ketter, E. *Media Strategies for Marketing Places in Crisis*. (Hoboken: Taylor and Francis, 2012), 181.

¹⁴⁰ The British Library. 2017. *Propaganda for patriotism and nationalism*. [online] Available at: <https://www.bl.uk/world-war-one/articles/patriotism-and-nationalism> [Accessed 12 Oct. 2017].

¹⁴¹ Edwards, T. *Men in the Mirror: Men's Fashion, Masculinity, and Consumer Society*. (London: Bloomsbury Academic, 2016), 59.

¹⁴² Bernays, E.L., *Propaganda*. (Brooklyn: Ig Publishing, 1928), 63.

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