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too simple and not clever enough. The old guard—Leo Burnett, David Ogilvy, and Bill Bernbach—understood this. The new guard, whomever they are, don't.

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*“Those who cannot remember the past
are condemned to repeat it.”*

George Santayana
(1863–1952)

There’s a lot of history in this book and people always ask me why I bring up old case histories to teach a lesson.

My response is that Mr. Santayana’s advice is of great importance, as the past tells you what to do today. (Vietnam pretty much told us what would happen in Iraq.)

So it is in marketing. I tell young marketing people to study the past and to avoid thinking that the world is different. It isn’t—because the human condition is the same.

In addition, this study has to focus on the long view as history unfolds slowly.

Why? Well it takes awhile to discover the truth. You have to carefully keep track of the results. There’s a lot of ego in most business decisions so the truth is often hidden and few want to admit a mistake. As Mark Twain so artfully wrote, “You can’t get the truth out of people until they are dead and dead a long time.”

Jack Trout

