

50 ■ ■ ESOMAR ■ ■

*a continuing record
of success*

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Note on the author

John Downham was an ESOMAR Council Member from 1971 until 1977. During this period he was Chairman of the Programme Committee for the Cannes Congress in 1972, and was responsible for the Membership Survey in 1993 and for developing the Special Interest Group sessions at the Congresses during the 1970s. He was Chairman of the Professional Standards Committee from 1977 until 1987 and a member of the Committee on Data Privacy and Legal Affairs from 1980 until 1987, following which he has been Consultant to both these Committees.

He is a former Chairman of the UK Market Research Society, Managing Director of the British Market Research Bureau and later, until 1986, Manager responsible for International Marketing Research in Unilever's Marketing Division based in London.

FOREWORD BY THE PRESIDENT

In September 1997 ESOMAR celebrates both its 50th Congress and the start of its 50th anniversary year. This would seem the appropriate time to review the changes that have taken place in the world of marketing research, and the way in which ESOMAR has evolved since it was founded in 1948. At the same time it is also an occasion to look forward to the changes taking place in our profession which will influence the development of the business over the coming years.

The Founding Members who established the Society in 1948 would hardly recognise the industry as it exists today. Once purely a European Society, ESOMAR has over the years evolved into an international organisation clearly identified as the leading worldwide association in the field of marketing research. The nature of market research has also changed radically over this period not only with the development of new techniques but even more importantly with the ongoing broadening of the role of market researchers, from data and information providers to knowledge managers and market intelligence professionals.

The ESOMAR Congress was originally envisaged as an annual meeting of market and opinion researchers who wanted to share experiences in the problems associated with the development and application of research techniques in different countries. Their aim was to learn from each other and to take away from the Congress new ideas and approaches to research which they could then try out back home.

Over the years the activities of the Society steadily increased. This occurred partly in response to the needs and demands of members and partly in response to the changing political and economic environment in which market research is now conducted. The growing demands placed on the Society by members for opportunities to meet and discuss issues of common concern led first to the development of the Society's seminar programme. The organisation of conferences outside Europe in places like Latin America, Asia and the Middle East followed more recently.

At another level, ethical standards have always been paramount for the Society and the ESOMAR International Code is now the standard for the industry right across the world. More recently, quality issues in market have become and seem likely to increase in importance in the future. The Society has also played a leading part on behalf of the whole research industry in representing the interests of market research to national governments and international bodies such as the European Commission. This has developed into a vital matter in relation to a variety of derivatives, rules and regulations that have been an increasing worry over the last ten year.

The history of the Society reflects the history of research in Europe (and in many other parts of the world). It was for this reason that Council felt it was timely to commission a short book telling the story of how ESOMAR came to be formed and to trace the growth of the Society and the industry over the past fifty years.

ESOMAR members have reason to feel proud of the standards set by the Society in every field in which it has become active. This book records many of the major achievements of the Society over the years and salutes all those who helped bring these about.

MARIO VAN HAMERSVELD

President 1996-1998

INTRODUCTION

This publication will mark ESOMAR's 50th Congress - to be held in September 1997, in Edinburgh.

One might argue that the Society's 'official' anniversary is not due until September 1998 and that is, of course, correct. On the other hand Council was also right to decide to celebrate the 50th Congress as a very special event and this event would not have been complete without this book which puts everything into perspective.

The parallel with the celebrations of the year 2000 and/or the start of the new millennium is clear. If you are in the fireworks business, you will not want to miss 31st December 1999, whether the date is 'right' or not. And if you are an Opinion and Marketing Research professional, you know that that it is the perception of the right day that counts, not the formal calendar.

In today's fast forward world timing is increasingly important and it becomes ever more critical not only to be right - but to be right at the right moment. To successfully promote the use of Opinion and Marketing Research for improving decision making in business and society, researchers will have to demonstrate their understanding that it is sometimes inevitable to take decisions based on incomplete knowledge and that the big picture is always more important than the second decimal.

As a matter of fact, most successful research professionals have understood this from the beginning and acted accordingly and I therefore run only a limited risk for taking the responsibility of having been rather insistent about publishing this book for the 50th Congress.

This could, however, not have happened without the extraordinary commitment and understanding of John Downham who has done a superb job under rather difficult circumstances. But those who know John will probably agree that he can beat most of us when it comes to distilling the quintessence of matters into concise yet elegant writing. On behalf of those who will take pleasure in reading this book, thank you very much, John.

JUERGEN SCHWOERER

Director General

ACKNOWLEDGEMENTS

ESOMAR has developed from modest beginnings into a very large and complex organisation. This book traces its history over the years since 1948, mainly by describing events in their time sequence but in places by looking at the different strands of development separately.

Except for the early years, when relatively few people were involved, the history concentrates on events rather than individuals. This decision was taken somewhat reluctantly but inevitably. The reasons are clear. Who should be included, who left out? How many names would be recognised by the majority of present-day members? More importantly, most events in the Society's history are associated with groups of people rather than simply with individuals, and it would be invidious in such a case to focus on a particular name.

I have to thank various people for their contributions. First the Founder Members, and certain other early members of ESOMAR, for information and recollections which they have provided both directly and indirectly. Second, those who have supplied material relating to more recent times. And third, the members of the Secretariat for all their assistance in tracing relevant documents and in many other ways; and especially Maureen Shepstone who as Editor so patiently, efficiently and good-humouredly processed, corrected and otherwise coped with my often very imperfect drafting.

The venture would have been quite impossible without all the earlier work of Fernanda Monti in organising the archives and helping me to find my way through them. The thanks of all of us are due to her for not only noting, storing and making available the various records of ESOMAR's history but also, above all, for herself creating so much of that history in the first place. ESOMAR's story is, at least in part, her own story.

This book has no formal dedication. However, it exists only as the result of the efforts of all those who have helped over almost fifty years to create so successful a Society. In addition to ESOMAR's Council and Committees and Secretariat, this includes the very large number of members who have played an active part in the Society's affairs at both international and national level. Work for an international organisation often includes considerable travelling and in some cases means that the people concerned have to spend a lot of time away from home. In expressing the Society's gratitude to them it is, finally, also appropriate to thank their families for putting up with the difficulties and sacrifices which such absences can involve.

JOHN DOWNHAM

July 1997

1. THE BACKGROUND

World War 2 ended in Europe in May 1945, and in Asia three months later. All the major European countries had suffered years of upheaval and destruction. Their economies had been partially (in some cases almost totally) ruined. Most consumer goods were scarce and in some countries rationing continued long after the war ended. The economic priorities were inevitably reconstruction and the restoration of production. Available products were 'sold', not marketed. 'Marketing' was a concept which few organisations understood and still fewer were equipped to apply even in their home markets, let alone in an international context. And yet only just over 3 years later ESOMAR – a body which by definition is concerned with the core concepts of the international marketing approach – was set up and operational.

The early development of marketing research in Europe is poorly documented and a lot of its history is anecdotal. The original stimulus for much of the commercial research before 1939 came from international advertising agencies and their American clients, exporting the new ideas of marketing from the USA where research had started to develop even before World War 1. There were also other influences, among them the interest of social researchers in investigating various aspects of society such as the nature and incidence of poverty; the growth of government intervention in the economy, following the economic collapse of the early 1930s, resulting in the need for additional factual information on employment and other issues; and, not least, increasing interest in public opinion polling as the result of the innovative work of American researchers such as George Gallup, Elmo Roper and their European counterparts.

Certainly survey research of many different kinds was being carried out in Europe long before 1939. Somewhat unexpected evidence of this was given by the distinguished opening speaker at the 1961 ESOMAR Congress in Baden-Baden who commented that *'.....from 1928 onwards I myself devoted a lot of time to this subject [public opinion research], initially in the field of market research, marketing observation and market analysis.'* The speaker, who went on to recall that later with two colleagues he founded one of Europe's major research companies (the research agency GfK in Germany), was Professor Ludwig Erhard, then Federal Minister for Economic Affairs in Germany and subsequently the West German Chancellor.

More generally there still exist copies of European market research reports which date back to the mid-1920s, in for example the United Kingdom. And product, advertising, media and opinion surveys were

increasingly common in many countries during the 1930s. Even so, total expenditure on research in pre-war Europe was small. Most of it was accounted for by a minority of the larger consumer goods companies, international advertising agencies and the media. Few specialist research agencies existed. International research, in the sense of projects carried out across national boundaries, was very uncommon. And then in 1940 most commercial research came to an abrupt halt.

After 1945 research began to build up again but the process was slow during the first post-war years. There are no satisfactory statistics for this era but total European turnover in marketing and social research in 1948 can hardly have been above \$10–15 million at the then current exchange rates, given that the largest single market (the UK) probably spent well under \$5 million at the time. Hardly any national research societies had yet been established (Switzerland and the UK were the two main examples, although the first of these was concerned with wider interests than research as such).

Viewed from 50 years later, the world in which researchers in Europe then operated is hardly recognisable:

- computers and word-processors had yet to appear. The cutting edge of research technology in the office was represented by relatively unsophisticated punched card equipment and desk calculators (usually mechanical). Hand tabulation was still widely used. Manual typewriters and spirit duplicators were the most familiar production machinery.
- only a minority of homes had a telephone. Most consumer data were collected by face-to-face interviewing: CATI and CAPI were decades away in the future.
- relatively few private households had access to a car, and mobility generally was much more restricted. People spent more of their time in and around the home – especially married women, far fewer of whom had paid jobs – and thus were much easier to contact.
- disposable incomes were far smaller (and credit cards unknown). Quite apart from the problems of continuing ‘shortages’, for most households the variety and price-range of items in the weekly shopping basket were far more restricted than they were to become during the 1950s and 1960s.
- most retailing was still in the hands of independent stores, and small self-service shops were only just starting to appear on the scene. The concentration of trade into major chains, the dominance of supermarkets, the development of EPOS data and the central control of ordering and deliveries by computer were again in the future.
- ownership of household durables – even of refrigerators and washing-

machines – was very low, restricting leisure time and the range of products demanded. Hi-fi equipment was unknown.

- 'eating-out' was in most countries much less widespread. The leisure industry had not yet taken off.
- few people travelled outside their own country, even on business – and when they did so the process was often slow and laborious, with all the problems of limited air travel, currency restrictions and immigration controls. The package holiday industry was yet to develop. For most of the population personal experience of 'abroad', with its different languages and eating habits and customs, was an unknown.
- advertising was essentially print, with some radio, cinema and outdoor. The later dominance of television as a communication medium was difficult to conceive, given that hardly any homes owned a TV set of any kind (and none of these in colour). Direct marketing mainly took the form of coupons and door-to-door selling. The scale (and intrusiveness) of contemporary direct mail and telemarketing would have been unimaginable.
- a far higher proportion of business was still conducted by smaller, traditional (often family) types of firms. International trading was much less significant: multinational companies and international brands were far fewer and rarely operated worldwide. Most service industries had not yet begun to think in marketing terms (let alone to consider using marketing research).
- such concepts as 'consumerism' or 'data protection' hardly existed and certainly had little political significance at that time.

The radical changes in such aspects of life over the past 50 years make it difficult today to think oneself back into the environment in which the founders of ESOMAR were working at the time. Several portents of the future were already in evidence on the other side of the Atlantic but their importance and implications for Europe were often hard to identify. It was possible to be optimistic about the prospects for marketing research but very hard (against the background of post-war disorganisation and uncertainty) to predict how, how fast and how far the then young and small profession would develop.

It is true that by 1948 some hopeful but sometimes tentative signs for Europe's future cooperation were emerging. In April of that year the OEEC (Organisation for European Economic Cooperation) was established in Paris to assist in the restoration of its West European member countries' economies – notably through the administration of the European Reconstruction Plan, better known as the Marshall Plan. A month earlier, the Brussels Treaty had been signed between Britain, France and Benelux,

but this example of international cooperation was primarily a military alliance and was in part a reaction to the Communist coup in Czechoslovakia. In fact, 1948 was a year in which the Cold War intensified with the Berlin airlift, which reached its peak in June. Although in the latter month the Deutschmark replaced the Reichsmark in Germany, the establishment of the Federal Republic of (West) Germany was not to follow until the next year, 1949. And while Robert Schuman returned as Premier of France in August he did not launch the Schuman Plan, which led to the founding of the European Coal and Steel Community – a first important element in the later development of the EEC – until 1950.

1948 was thus a year of transition but also danger. It might just as well have led into a period of further chaos and disaster as into the recovery of Western Europe and the growth of one of the three major economic and regional power-blocks of the late 20th century.

Against this background, it was therefore a striking act of vision and enthusiasm for a group of researchers to consider setting up a new and apparently very specialised international body in Europe. How did this come about?

2. THE FOUNDING OF ESOMAR

Before Amsterdam

The meeting at which ESOMAR was formally set up was a 1948 Conference in Amsterdam. However, this followed some preceding meetings of researchers which helped to set the stage for the Society itself.

Eighteen months earlier, in January 1947, there was a Conference in Paris of public opinion researchers from several countries. According to Dr Alfred Max (then Director of l'Institut Français d'Opinion Publique) this Conference was intended to help develop a forum, especially through periodical international conferences, for the exchange of research experience and ideas within Europe, both West and East (Czechoslovakia and Hungary were both represented at Paris). It also aimed to develop professional and technical skills ('dans une ligne scientifique') and to find ways of bringing together suppliers and users of research. These objectives were to be pursued after the Paris Conference by an on-going 'Commission Européenne d'Opinion Publique'.

A parallel development was the setting up of the World Association of Public Opinion Researchers in the USA during 1946–7. In September 1948 WAPOR held a meeting in Eagles Mere, Pennsylvania at which it adopted its formal constitution. This meeting coincided in timing with the inaugural ESOMAR meeting in Amsterdam but there was from the beginning a linkage between the meetings (and some overlap of membership) of the two bodies, and they were subsequently to combine their Conference activities in alternate years.

The Paris meeting in 1947 had been concerned primarily with opinion research rather than the broader field of market surveys. This in part reflected the important role played internationally by the various European public opinion research institutes whose existence had been inspired by the work of Dr George Gallup in the USA. During the first years after the War, the links between them were on the whole relatively informal. Then in May 1947 there was an international meeting of Gallup researchers in Loxwood, England, which helped not only to take the institutes themselves further down the road of international cooperation but also to reinforce the idea of progressing some form of Europe-wide professional research body.

As one of ESOMAR's founding Members, Hélène Riffault, puts it: *'we felt a great need to meet researchers from other countries and exchange experiences and ideas.... We felt that we should have some form of formal organisation. WAPOR had already been set up, but that was mostly public opinion research, not market research and had an American perspective.*

The participants of the first ESOMAR Conference in Amsterdam, 1948



We wanted to show potential clients in Europe that we were a new profession which they needed, a profession with advanced techniques, discipline and ethical rules.'

By the time of the Amsterdam Conference the concept of such a body was thus not restricted to the field of opinion research. While Gallup researchers had played an important role in helping to bring about the Conference, Dr Henry Durant (Director of what was then still called the British Institute of Public Opinion) stressed at Amsterdam that *'it should be made perfectly clear that this conference is not a Gallup conference.'* He himself was in fact instrumental in ensuring that the six other UK participants at Amsterdam came from a range of different research organisations and research users. The overall thrust of the 1948 Conference was thus to cover the broader spectrum of survey research generally.

At Paris in 1947 the Czechoslovakian Institute had issued an invitation for the 1948 Conference to be held in Prague. If the Communist coup of February 1948 there had not taken place ESOMAR might well have been inaugurated in Eastern (or more accurately Central) Europe. It is tempting to speculate whether, if the original plans had held, ESOMAR might then have had a somewhat different look to it in its formative years. However, the new Czechoslovak Government sent a letter revoking the invitation given the previous year. Instead NIPO (the Dutch Gallup affiliate) acted as the convenors for a Conference located in Amsterdam.

THE AMSTERDAM CONFERENCE, 15-17 SEPTEMBER 1948

The Conference, attended by 29 participants, was held in the Internationaal Cultureel Centrum Paviljoen, Vondelpark. It was opened at the first session on Wednesday morning, 15 September by Mr F.H.C. van Wijck, Alderman of the city of Amsterdam, with Dr Alfred Max in the Chair. Following Mr van Wijck's address of welcome, Dr Max reviewed the events of the preceding 18 months or so which had led to the meeting in Amsterdam; the objectives which the original movers had in mind for a possible new international research body; and the subsequent work of the Commission Européenne d'Opinion Publique. There was then some discussion about the form which the rest of the Conference would take, its agenda was agreed – and ESOMAR started in business.

The Conference Proceedings list the 29 participants, who came from seven different European countries plus (a reminder of the era) the British zone of Germany, as:

Adri Bakker	Nederlandse Stichting voor de Statistiek, The Hague
William Bishop	Dorset & Cie, Paris
Miss Clare Campbell	Research Bureau, New Chronicle, London
Robert Campiche	Groupeement Roman pour l'étude du marché, Lausanne
Graeme Cranch	Mather & Crowther Ltd., London
Dr Henry Durant	British Institute of Public Opinion, London
Frederick Edwards	British Market Research Bureau Ltd, London
Prof. P. Luzzatto Fegiz	DOXA, Milan
Maurice Guigoz	Groupeement Romand pour l'étude du marché, Lausanne
Alain Girard	Institut National d'Etudes Démographiques, Paris
Dr. Ph. J. Idenburg	Nederlandse Stichting voor de Statistiek, The Hague
Drs. W.J. de Jonge	Nederlandse Instituut voor de Publieke Opinie, Amsterdam
G.A. Kersten	Nederlandse Instituut voor de Publieke Opinie, Amsterdam
N. Kicq	Instituut voor Marktverkenning, Belgische Instituut voor de Publieke Opinie, Brussels
F.H. Littman	Listener Research, British Broadcasting Corporation, London
Dr Alfred Max	Institut Français d'Opinion Publique, Paris
A.P. McAnally	Pritchard, Wood & Partners, London
Dr Ernesto Norbedo	DOXA, Milan
Mevr. A.M. Polak Daniels- Boon Hartsink	Nederlandse Stichting voor de Statistiek, The Hague
Russel E.F. Planck	Paris
Chr. Ditlev Reventlow	Dansk Gallup Institut, Copenhagen
Mme Hélène Riffault	Institut Français d'Opinion Publique, Paris
Georges Serrell	Sélection du Reader's Digest, Paris
Miss Nancy Sheehan	A.B.C.
Jan Stapel	Nederlandse Instituut voor de Publiek Opinie, Amsterdam
Drs J.J.M. van Tulder	Nederlandse Stichting voor de Statistiek, The Hague
G. Vranoussis	Paris
Dr James R. White	Public Opinion Research Office, Political Division, C.C.G. Bielefeld, Germany (British zone)
H.S.A. White	Public Opinion Research Office, Political Division, C.C.G. Bielefeld, Germany (British zone).

It is only fair to point out that fame is sometimes a matter of chance. One or two of the participants may initially have become involved as substitutes or to help with conference organisation and administration. Conversely certain researchers who should have attended were prevented from doing so – for example Prof. G. Jacquemyns of Belgium and Prof. Jean Stoetzel of France (the latter because as a founder and the first President of WAPOR he was at the time in Eagles Mere, USA). The fact remains that 'the 29' are officially the Founding Members of ESOMAR by virtue of their presence at the relevant Amsterdam meeting.

The following two-and-a-half days were spent in discussing first some of the problems raised by public opinion polling; then various 'nuts and bolts' aspects of survey research generally; and finally – and most importantly – how ESOMAR itself should be constituted and operate. In brief outline, the programme of this first ESOMAR Conference' was as follows:

WEDNESDAY AFTERNOON: 'Press and Public Opinion Polls'. The main speaker in this session was Dr. J.M. den Uyl, then the Editor of the journal, *Vrij Nederland*, but later (in 1973) Prime Minister of The Netherlands. Dr den Uyl, while supporting the general concept of opinion polling, challenged in particular the value and validity of attaching much weight to the uninformed views of those sections of the public who might often know little – and possibly care less – about the issue being researched. (Interestingly from today's point of view, he went on to advocate an approach which appears very similar to that much more recently promoted by the American James Fishkin under the title of 'deliberative polling'.)

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THURSDAY MORNING: 'Government and Public Opinion Polls'. The main speaker was Dr H. Hermans, Secretary to the Prime Minister, President of the 'Voorlichtingsraad', who raised a number of basic issues about the problems of defining what we mean by public opinion and went on to discuss the possible dangers associated with measuring it and publishing the findings (i.e. 'bandwagon' and similar effects).

THURSDAY AFTERNOON: 'Market Research: Methods and Standards'. Mr Chr. Ditlev Reventlow, Director of the Dansk Gallup Institut and the main speaker, highlighted several of what he saw as the most critical aspects of conducting sound research: the independence and objectivity of the researcher, the importance of using properly selected interviewers (*'You must have so many interviewers that a probable bias of a single interviewer cannot influence the total result in any possible way'*), the role

¹The term 'Congress' very soon replaced 'Conference' but the two terms appear to have been used interchangeably in official documents until the mid 1950s.

of the statistician in research design and analysis, and – significantly – the need for high standards in reporting on the methodology of any given survey.

The latter point led, at the end of the resulting discussion, to the appointment of a committee of three (Adri Bakker, Graeme Cranch and Reventlow himself) to study the question of minimum reporting standards and to prepare – *by the next day* – draft recommendations for these.

Looking back, it seems a little bizarre that the first meeting of the professional standards committee should have been held that evening in a Rembrantsplein pub where, as Graeme Cranch recalls, a brawl broke out at one stage – *not*, one hastens to add, between the researchers – and the place was raided by the police. PSC meetings are less colourful nowadays.

FRIDAY MORNING: a 'Business Session' devoted to discussing the appropriate objectives, title and structure of the proposed new organisation for 'persons active in European opinion and market research'. This session was then adjourned, at the invitation of the Burgomaster and Aldermen of the City, for a boat-ride through the canals of Amsterdam (thereby setting a precedent for numerous future ESOMAR Conferences), followed by a lunch at which James White (the newly-elected President of WAPOR) spoke about the Eagles Mere Conference from which he had only just arrived back in Europe.

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FRIDAY AFTERNOON: the continuation of the Business Session. Graeme Cranch reported back on the proposals for minimum reporting standards developed by the committee set up the preceding afternoon. The remainder of the session was devoted to a discussion of various administrative issues, including that of the membership fee. The conference then closed later that afternoon.

So much for the outlines of the 1st ESOMAR Conference. What decisions were taken, and how was the new Society to be organised?

As far as ESOMAR's constitution was concerned, the main questions to be addressed in Amsterdam were:

1. What should be the name of the new Society?

Jan Stapel moved that in order to reflect the much broader scope of the new body the name should be altered from the provisional title inherited from the Paris meeting into 'Commission Européenne pour l'Étude de l'Opinion Publique et des Marchés', with the English version as 'European Committee for Opinion Surveys and Market Research'. In a rather typical reflection of the differing nuances of the two languages, Henry Durant then proposed that for the English title 'Committee' should be replaced by

'Society'. The latter wording was then formally adopted along with Stapel's proposal for the French version.

There was apparently little discussion of the language issue. Wim de Jonge (one of the founding members) describes the position as follows: *'At the meeting in Paris (1948) most of the speakers had used French. In Amsterdam the majority spoke in English, and so ESOMAR was born with two official languages.'*

2. Should ESOMAR be an association of individuals or of organisations? It was agreed that membership should be of individual researchers. During later years the possibility of corporate membership of ESOMAR has periodically been raised, but not adopted; and a separate Association of European Market Research Institutes was not set up until over 40 years later, while a European Federation of Associations of Market Research Organisations was founded only in 1992.

3. What should be ESOMAR's objectives?

It was agreed that these should in general be those normally associated with a professional body, namely:

- to represent, and develop contacts between, people actively engaged in market research
- to further their professional interests
- to encourage high professional and technical standards
- to arrange periodical meetings, in particular an annual conference.

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The importance of developing a professional journal or periodical was also stressed by Mr. Vranoussis.

It is an interesting reflection of a very vital strand in post-war thinking that, when the Statutes were subsequently crystallised on paper, the first of the listed Aims should stress also the role of the Society in helping 'to promote understanding among the people of Europe.' The Society's thinking was from the outset strongly influenced by a commitment to building bridges between countries of very different backgrounds and histories (difficult though this proved to be in certain cases during the Cold War period) and not simply by a more obvious and self-interested concern with professional or business issues.

4. What should be the qualifications for membership?

There was discussion about the relative merits of limiting membership to the most qualified and experienced people in the field or alternatively of extending it widely in order to draw in as many as possible of those working or directly interested in opinion and market research. (This foreshadowed

debates in later years about the advantages of maximising membership in order to exert an influence based on wide penetration and large numbers versus more restrictive membership in order to exert the weight of professional seniority and authority.) Graeme Cranch argued strongly that qualifications for membership should not be restrictive. It should be open to anyone closely involved with research, subject to some vetting of candidates and of members' professional conduct. He also argued for two classes of membership (full and associate) depending on the individual's level of responsibility and degree of involvement in the field.

Various concerns were raised including the problems of internationally supervising applications for membership, especially if different levels of membership were introduced. The arguments in general appear to have been in favour of casting the membership net reasonably widely and of concentrating on a single class of membership.

(Jumping ahead slightly, when the Statutes were subsequently drafted they specified that 'All members are equal in rank, pay the same dues, have equal voting rights and equal opportunity to serve upon the Council or any Sub-Committee.' Somewhat confusingly they were then *also* to be 'classified' into one of four different groups labelled 'Affiliate Members', 'Users of Market Research', 'Full Members' or 'Associate Members' (an example of some members being more equal than others?). Membership was to be open to 'persons responsible for some important stage in the systematic polling of samples of people, in connection with commerce, administration or the spreading of information.'

5. How should ESOMAR be run?

An executive committee (subsequently renamed the Council of the Society) was elected to manage the Society's affairs. This consisted of:

Prof. Luzzatto Fegiz (*Italy*)

M. Guigoz (*Switzerland*)

Mr McNally (*UK*)

Mr Reventlow (*Denmark*)

M. Serrell (*France*)

with Mr Vranoussis to act as an advisor via his contacts in Paris with Serrell. Prof. Luzzatto Fegiz was then elected as the first President of the new Society. (When the Society's first Statutes were formally drafted and approved, these provided for a Council consisting of a President and Vice-President and 2-4 councillors – small, but a not insubstantial proportion of the total membership at the time. Interestingly, no provision was initially made for a Treasurer!).

Given that ESOMAR had no office or staff of its own it was also inevitable that, at least to begin with, the administration of the Society would have to be run from the office of whoever happened to be the current President. This situation was in fact to persist for some 17 years, by which time the membership had grown over 25-fold and was approaching 800.

6. What kind of Code of Standards should ESOMAR adopt?

In his report on the committee's discussions Graeme Cranch emphasised their view that the initial Code should deal with the presentation of the research findings in a research report, rather than the techniques by which the findings were obtained. The list of points to be considered in preparing the report, not all of which might necessarily be mentioned in practice, should cover:

- individual signing of the report
- the report introduction (to quote the Conference Proceedings: '*dull stuff most likely to be read at the beginning*'), to give the terms of reference and explain how the survey had been carried out.
- a description of the survey method and pilot tests ('*if any*')
- a description of the 'investigating staff', male or female, training, etc.
- the extent of the survey; the effective sample size and its distribution, how the sample was selected and why this method was used
- the questionnaire
- the circumstances in which the survey was carried out (e.g. the weather); any difficulties encountered, and if and how these were overcome
- the timing of the survey; fieldwork dates
- statistical tables, bases of percentages, precautionary comments in the case of small sample sizes.

There was general agreement with these suggestions, and (with a few relatively small changes) they have formed a key element in ESOMAR Codes ever since – a remarkable achievement considering the circumstances under which they were first drawn up. There was also considerable support for a further suggestion that research reports conforming to the proposed guideline standards should carry a statement to that effect (a proposal which is perhaps even more relevant to today's business and legislative environment than it was in 1948).

7. What should the membership fee be?

Henry Durant emphasised '*the advisability of a modest fee.*' This was finally agreed at 15 Dutch guilders (or the equivalent in other currencies). Because there was no permanent secretariat with a fixed office location, and also because of the post-war problems of non-convertible currencies and

restrictions on money transfers between countries, the annual dues could be paid either to the current secretariat (i.e. the President's office) or to the national representative of ESOMAR for the country in which the member lived.

So, ESOMAR was now formally launched with a first successful Conference, an agreed draft constitution and even a draft Code of Standards (significantly, at its first meeting held immediately after the Conference the Council decided that the question of standards should be the first priority to follow up). Even so, with just 29 members, no staff or fixed secretariat, hardly any funds and just the one Conference meeting behind it, ESOMAR had taken only the initial steps along an uncertain and possibly rocky road. What was life like during its early years?

3. THE FIRST DECADE: 1948–1958

In its early days the Society operated in many ways more like a professional club. Today it is a very large worldwide organisation with a substantial secretariat and infrastructure and a considerable income and it offers a wide range of activities and publications. Throughout the 1950s it was (and had) none of these. Its affairs were handled relatively informally, reflecting the fact that at first membership grew only slowly (by 1958, after 10 years, it was still under 400) and that most of the people actively involved knew one another personally.

A vivid picture of ESOMAR in the 1950s was given at the Society's 40th Congress by Adri Bakker, ESOMAR's first Treasurer from 1950–58: *'At the time, there were no elections – one was invited to join the Council by unanimous consent of the membership present at the meeting. Very informal indeed. ESOMAR's financial means, understandably, did not amount to much in comparison to the present situation – it was a small membership, consequently with a small budget. There was no question of a central secretariat. Each President also took care of the secretarial functions. Neither was there a central bank account. The restrictions as to the international transfer of payments made it necessary that the national representatives were to take charge of collecting the dues and administering them. Some representatives were more disposed to performing their duties than others: not all members were aware that the Society badly needed money to do what the Rules so beautifully pointed out. To complicate matters, the value of the currencies changed continuously, unfortunately falling rather than rising. All taken together, one can understand that it took some care and consideration each year to make ends meet. The calculation of ESOMAR's 'capital' (a euphemism) was a precarious business as well.'**

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During its first years Council met less regularly than it does today. Even by 1957 a Council Minute noted the problem of getting all the members together for meetings but expressed the hope that it would meet 'at least once in person' (in addition to the meeting at the Congress) when people were travelling internationally. At that time members still normally took care of their own expenses. Council customarily met at the current President's

*As a footnote to Bakkers final sentence, it puts today's finances into sharp perspective to note that he estimated ESOMAR's total assets at the end of 1952 at approximately £330, split between a number of individual countries; and that for 1952 income was £139, the profit on that year's Congress £62 and the Society's expenses £71. By the end of the decade the annual subscription was still only £3 sterling or the local equivalent.

Delegates and their wives at the 1952 Elsinore (Denmark) Conference



offices. The major issue for discussion at such meetings was usually the Annual Congress, by far the most important event in the calendar. In between the meetings individual Council members also worked on specific issues (for example Graeme Cranch on drawing up ESOMAR's first detailed set of Statutes) and plans for possible ESOMAR projects.

The system of appointing a National Representative for each European country in which there were ESOMAR members (other than, for a time, a country where there were very few market researchers) appears to have started right at the outset. As Bakker comments, their responsibilities were limited but vital to ESOMAR's activities. (It was not until 1977 that the burden of collecting the annual subscriptions was lifted from their shoulders).

The 1949 Congress was held in Paris, partly at the Sorbonne and partly in the offices of the international Chamber of Commerce. This was the first joint conference with WAPOR. (Somewhat problematically it was referred to as the 2nd conference for ESOMAR, the 3rd conference for WAPOR – the resulting scope for numerical confusion in later years was fortunately averted by WAPOR's subsequent agreement to renumber its own conferences to fall in with ESOMAR numbering).

The total number of participants attending Paris was 77, of whom 61 were registered as ESOMAR delegates. Of the latter 30 came from France itself, 8 from the UK, 6 from The Netherlands, 5 from Switzerland, 2 from Denmark and 1 each from Italy and Sweden.

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On the business side this Congress confirmed, with a few amendments, the arrangements for ESOMAR's structure and organisation which had been previously discussed at Amsterdam. The existing Council was re-elected with Graeme Cranch as an additional (sixth) member. A new Standing Committee on Membership and Standards was also set up, emphasising the importance ESOMAR attached right from the outset to setting and maintaining high international standards of research conduct.

It was also proposed that a leaflet should be prepared in English and French to be used in promoting the Society more widely.

One important issue discussed was that of building closer links with the International Chamber of Commerce. The connection between the two bodies thus dates back to the very beginnings of ESOMAR. The election of Cranch to the Chairmanship of the ICC Marketing Research Committee in the early 1950s strengthened this relationship and laid the foundations for the close cooperation which has since developed.

It would be of purely academic interest to list the contents of all the ESOMAR Congresses. Many of the earlier ones dealt with the more basic aspects of research techniques and applications. Copy-writing skills had not yet been unleashed on the titles of papers: on the whole, what you saw

in the title was what you got. As yet research methodology was relatively uncomplicated.

In 1949, for example, papers dealt inter alia with communications research (audience and content); problems relating to international research; sampling and statistical issues, including those of attitude measurement (a paper by Louis Guttman); psychological surveys in France; how to make best use of research; and a range of primarily WAPOR papers on opinion research. And to illustrate how some research problems never go away, the Paris Congress was meeting in the long shadow of the 1948 US Presidential Election Polls fiasco, dealt with in two or three of the papers: the situation was neatly summarised by George Gallup himself in his comment, 'All the polls elected Thomas Dewey but the people elected Harry Truman.'

One important aspect of these early Congresses was that, because ESOMAR's resources were so limited and funds could not easily be transferred internationally, the main organisation and financial risks of each Congress had to be carried by the ESOMAR members in the country where it was held. Sometimes the event produced a small profit for the country concerned (in 1951 the handsome sum of £42), sometimes a loss (as in 1954). This system continued for many years until ESOMAR accounting became centrally organised. It is a tribute to the enthusiasm of the Society's members of the time that the annual Congresses were run so successfully in a different country each year.

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The 1950 Congress was held in Italy, at the Bristol Hotel in Rapallo – *'a first-class hotel on the finest position of Rapallo: all rooms with balconies overlooking the famous Tigullio Bay ... All rooms have hot and cold running water.'* An additional reminder of a different era is the fact that the initial Programme Notice sent to potential participants includes a list of the most convenient rail connections to Rapallo from seven major European cities (over 27 hours from Amsterdam) but no reference to any possibilities of air travel. There were 45 participants from nine different countries – for the first time including two from Germany (Dr Clodwig Kapferer and Dr Julius Schwenzner).

By now the Annual Congress had taken a form which was not too dissimilar to that of more recent years. Rapallo, for example, lasted for three days from Tuesday to Thursday, with a Council meeting and an evening get-together on the Monday. There were fewer set-piece papers (17) but, as in the previous year, some work was also scheduled for the evening – in this case via informal discussion groups (the first step towards providing for 'special interest' sessions, a key development at later Congresses).

There was considerable emphasis on social events – a cocktail party at

Tuesday lunchtime; a car and boat excursion to Portofino (*'lunch on the beach'*) at midday on the Wednesday, and a concert that evening; and on Thursday (after a technical session starting at 8.30 – perhaps participants were quicker off the mark in those days) a 5-hour visit to Genoa.

During this Congress two suggestions were made for projects which ESOMAR could usefully undertake to assist researchers working in the international field. The first was to prepare an international dictionary in four key languages of technical terms used in market research. The second was to create a 'Centre of Documentation' recording the details of surveys carried by the Society's members. Both suggestions were adopted and both proved to be rather more formidable undertakings than seemed likely at the outset. The 'dictionary' eventually saw the light of day in the early sixties and years later, thanks to the work of different people, the ESOMAR Glossary of Technical Terms was finally published in 1968. The Documentation Centre project was given help by Kodak France and was worked on for several years. During this time a part-time librarian in Lausanne managed to build it up to cover some 4000 individual records by 1954; but support (and perhaps the then-available technology) finally proved insufficient to justify continuing with it.

This Congress formally confirmed certain amendments to the 'Amsterdam Rules'. Importantly, the Statutes now contained two Annexes covering not only Standards of Reporting of Survey Results but also a set of Ethical Standards which have remained the foundation of subsequent ESOMAR Codes.

Finally, at the Council elections Luzzatto Fegiz retired from the Presidency and was replaced by Reventlow. Cranch became Vice-President. The Society acquired financial credibility by creating the new office of Treasurer and appointing Adri Bakker to the post to wrestle with the problems he refers to in the quotation above.*

In 1951 the UK Market Research Society acted as hosts for the Congress, which was held in Tunbridge Wells. The atmosphere of the time perhaps appeared a little more austere than at Rapallo: *'Overseas delegates are reminded that food rationing still exists in Great Britain and anyone staying in a hotel for 5 nights requires a ration card.'* Despite such potential discouragements, some 115 delegates from 15 different countries attended (it was again a joint conference with WAPOR).

For the first time participants came from outside Europe and North America – from India, Indonesia, Israel and Japan – and this led to the

*Details of subsequent Council elections are not included in the text but a full list of the ESOMAR Presidents will be found in the Appendix.

*Tunbridge Wells: Three of the early Presidents of the Society:
(Left to right) Graeme Cranch, Chr. Ditlev Reventlow
and Pierpaolo Luzzatto Fegiz*



introduction of a new category of membership for those living outside Europe, namely 'overseas correspondents' (who were, however, not given voting rights). This was the first recognition that the original geographical boundaries of the Society did not match the evolving world of international research (although it also provoked a not-unexpected discussion about how to define 'Europe', especially in relation to North Africa). However, by the end of the 1950s there were still only 3 such members. Among the other issues covered in Tunbridge Wells was a proposal that ESOMAR and WAPOR should amalgamate (Council was not in favour in the short term but suggested that the issue should be re-examined over the next two years – it was ultimately abandoned).

Another proposal was that the Society should start a journal and plan possible other publications. This would be considered by a new sub-committee on documentation, but against the background of very limited financial resources – contemporary Council Minutes complain of a 'constant lack of money' – which were to hamper such plans for several years.

Denmark hosted the 1952 Congress at Helsingör with 57 delegates from 11 countries plus the first 'Overseas Correspondent', from Australia. Including those elected at the Congress ESOMAR membership for the first time exceeded 100, the largest single representation (as in future years) being in the UK:

Australia 2	France 12	Netherlands 11
Austria 1	Germany 14	Norway 2
Belgium 7	Great Britain 26	Sweden 6
Denmark 9	India 1	Switzerland 8
Finland 2	Italy 10	

This Congress departed from previous patterns in lasting from the Monday morning until the Friday lunchtime – partly because more than half a day was allocated to the Society's business meeting – but also because there was a half-day excursion to Frederiksborg/Fredensborg on the Tuesday ('*One delegate created a precedent by catching a tunny fish, contrary to all expectations of the local fishermen and without exceeding territorial waters.*') followed by a free afternoon and evening on the Wednesday. Such extended social and leisure-time amenities were to continue as a key element in the official Congress Programme for many years although they were trimmed back during the more cost-conscious 1970s. Their role at that time in helping to strengthen personal connections and mutual understanding between scattered researchers who otherwise had relatively few opportunities to meet face-to-face must not be underestimated, even if today the approach may seem over-indulgent. The Proceedings record that

at a special Tivoli firework display '*not even the rain could put out the name 'ESOMAR' in sparkling fireworks before its due time had run.*'

At the business meeting there was some discussion of a proposal from the retiring Council that the Society should seriously consider setting up a permanent secretariat. Not surprisingly this problem was postponed for the incoming Council to consider, along with other possible changes to the Statutes which had also been suggested.

This was also the outcome of a Report from a 'Commission on Responsibilities and Rights of Researchers' (chaired by Pierre Lacoste of Belgium, who had made the original proposal for such a study the preceding year in Tunbridge Wells). This quite ambitious study, based inter alia on a survey carried out among ESOMAR members – response rate just over 35% – dealt with a range of issues related to but going beyond the then existing Code of Standards. Some of these issues (such as the client's rights to quality control checks on a survey he has commissioned, or the rules which should govern the publication of survey results) have subsequently been addressed in later versions of the ESOMAR Code and other Society publications.

The 1953 Congress was held (jointly with WAPOR) in Lausanne Switzerland, with 114 delegates from 13 countries. Once again it spread over 5 days, like several of the following Congresses. This development reflected in part a feeling that when opportunities for international meetings were generally very limited the maximum advantage should be taken of such a broadly-based event. As business pressures grew during later years it became more difficult to justify the amount of time away from the office, however, and eventually the norm reverted to 3 days.

Although there was further discussion at Lausanne of the possibility of extending the Society's Code to cover issues connected with trade practices and the rules which should govern agency-client relationships, nothing specific was decided. It was clear that as the Society grew in size the existing arrangements for making any changes to the Statutes were becoming unwieldy. Some way of improving the voting system would be needed if the 'two-thirds rule' (the majority needed to effect any such changes) was not to stifle the flexibility necessary to cope with change in the Society itself. Proposed amendments to the Statutes were frequently to figure on the AGM Agenda during the next years. Action was postponed while debate continued within Council on such issues as the relationship between ESOMAR and the growing number of national societies and – more importantly – the possibility of legally incorporating the Society and giving it a more formal organisation.

One firm proposal announced at the 1953 Congress was to publish a twice-yearly ESOMAR Journal. Serrell, one of the Council members

responsible for Publications, pointed out at the AGM that *'It clearly appears that between each annual meeting the members of the society have little contact with each other except for a couple of circulars concerning the documentation centre.'* The first issue (in practice the Proceedings of the 1953 Congress) did in fact appear in Spring 1954. Subsequent issues were less regular than originally planned – those for 1955 and 1956 were single issues actually numbered, slightly despairingly, '1/2' in each case. It was not until the 1960s that the problem referred to by Serrell began to be more meaningfully tackled with the introduction of a regular newsletter for members.

At the 1954 Congress, at Ostende in Belgium, Pierre Devrient of Switzerland was elected President. A query was raised at the AGM about whether September or some time during the Spring was the best time of year for holding the Congress. On a show of hands, the proposal to move it from September to May was rejected. A question was also asked about the possibility of simultaneous translation for the main sessions. This issue (which was again raised by the German members in Konstanz the next year) was to come up regularly with the steady growth in the Society's membership in non-English-speaking countries, but simultaneous translation facilities were not finally introduced until 1961.

A striking outcome of this Congress was the fact that it made a large financial loss of over 31,000 Belgian francs, equivalent to the annual subscriptions from over 100 members. Even though about half of this loss was underwritten by the three Belgian research institutes, the March 1955 Council Minutes refer to the acute budgeting problems which resulted. A sum which in more recent times would have been a minor inconvenience was then a minor (almost a major) disaster – an indicator of the extent to which ESOMAR was operating on a very short financial shoestring.

The 1955 Congress was in Konstanz in Germany; 1956 in Biarritz, France (Leif Holbaek-Hanssen of Norway becoming the President); 1957 in Göteborg, Sweden; and 1958 in Cortina d'Ampezzo, Italy (at which Graeme Cranch was elected President – an appropriate touch of symmetry to mark the conclusion of ESOMAR's first ten years). The choice of Congress location, then as now, reflected the desire to involve different countries and parts of Europe, provided that the travel and other facilities were suitable. But without a permanent secretariat it also depended on the resources available within the local research community. This meant that invitations in the mid-1950s from countries such as Spain and Greece could not be followed up at the time (a 1955 suggestion to hold the Congress on board ship was not accepted).

By this stage ESOMAR membership was growing steadily, reaching 300 in 1956, and Congress attendances were also increasing with a record of

244 at Cortina (due partly to the fact that there had been a preceding meeting of the Italian Marketing Research Association there). One important development at Cortina was the introduction of so-called 'colloquies' in addition to the customary plenary and parallel sessions. This was the first attempt to provide for the wide range of 'special interests' (such as international readership research, control of interviewers, or research on pricing) which were emerging as the profession grew and became more complex. There were 9 such colloquies, each with a chairman and rapporteur, at Cortina. The concept was revisited, and considerably expanded, during the Congresses of the 1970s in an effort to broaden the appeal of the Congress to participants. Papers were distributed upon registration in French and English.

During the latter part of this first ESOMAR decade there were no major changes to the way in which the Society was organised or the services it provided to members. However since the mid-1950s the much faster growth in membership and Congress attendance were making it clear that ESOMAR would need to strengthen its organisation in various ways. A rather plaintive Council Minute in January 1959 records that *'The President commented on the poor state of ESOMAR records and the need for considerable attention to be given to this aspect of the Society's work'* – a task which was then handed to the Treasurer. The 1950s were a period during which the enthusiasm and energy of a limited number of leading researchers could, by drawing on the latter's own company resources,* continue to keep the initial momentum going; but any significant further expansion of the Society's membership and activities would be increasingly difficult to support without changes in its methods of working.

*It was not until 1956, for example, that it was agreed that the out-of-pocket expenses of the President-in-office in running the secretariat should be reimbursed by the Society – and not until 1959 that any Council travelling expenses could be reimbursed (up to £5 sterling per day for meals and accommodation).

4. ESOMAR COMES OF AGE: 1958–1968

The foundations for ESOMAR's future progress had been effectively laid during its first ten years. The Society now needed to get to grips with the accelerating changes occurring both inside and outside the profession. The number of researchers working both in agencies and in user organisations was growing very fast by the end of the 1950s. The acceptance and use of research was expanding into a wider range of companies and countries. And although the volume of genuinely international research studies was still limited the necessary conditions for this were rapidly falling into place. International trade was growing, as were international brands and advertising; and following the Treaty of Rome in 1957 the Common Market came into being, initially with six members.

Even in 1955 the Society had started trying to build links with international governmental bodies – the Council of Europe's Director of information, Mr Lary, had attended the Congress in Konstanz – and in June 1959 the Society was invited to participate in a European Productivity Agency conference in Paris to discuss the part to be played by market research in helping international trade in Europe. In practice it was however to be many years before effective and regular links were established with the key players on the Common Market scene.

This second decade was one where membership grew very strongly. From under 400 in 1958 the numbers increased to over 1,100 ten years later. More significantly, while in 1958 well over half the members came from just three countries – the UK, France and the Federal Republic of Germany – by 1968 this proportion had fallen to just over 40%. The number of members from outside Europe rose from 3 to 29 – still few by later standards but an indication of the big overseas expansion which was to occur during the 1970s.

The most important achievement of this second decade was the conversion of the Society into a properly incorporated body with central accounting and a permanent Secretariat. Before this materialised in the mid-60s there were important developments on the publications front and with the launch of other new activities.

At Cortina in 1958 Adri Bakker, by then Chairman of the new Editorial Sub-Committee, had proposed the replacement of the ESOMAR Journal by an annual publication to be known as the ESOMAR Yearbook. Instead of being concerned primarily with material relating to the annual Congress this would set out to provide a picture of research activity in Western Europe and also of ESOMAR activities generally. The first Yearbook (dated 1959–1960) was published in the year following the Cortina Congress and

was in many respects the precursor of today's (vastly larger) Directory although it also contained other elements. Its 92 pages comprised:

- a Presidential Message from Graeme Cranch
- a report on the Cortina Conference of 1958, by Hans Löchner
- 'Methodological Areas in Marketing and Opinion Research', by Dr Hans Sittenfeld
- 'L'Enseignement de L'Etude du Marché dans divers Pays', by Yves Fournis
- 'Statistical Sources of Information in the United Kingdom', by Michael Lyster
- 'A Guide to the Statistics of the West German Federal Republic', by Friedrich Wendt
- 'Statistical Sources in the Netherlands', by Adri Bakker
- Comparative National Statistics
- Market Research Organisations (a list of 84 organisations in 14 European countries)
- a list of books on Market and Opinion Research published in 1958
- ESOMAR 1958-60 Council and Sub-Committees
- a list of National Representatives (12)
- Membership List for 1959 (380)
- a list of 'Corresponding Members' (4)*
- Standards of Practice in Reporting on Survey Results.

The 1959 Congress was again held in the U.K., at Brighton. This was memorable amongst other things for the fact that delegates from the Continent – many of whom came appropriately equipped for a visit to England, according to traditional images of this fog-bound island in September, with raincoats and woollens – discovered in large numbers that, in a record-breaking summer a midnight swim could be one of the delights of the English seaside. It should be added that many British delegates were equally taken by surprise.

The Brighton Congress introduced some further innovations. Most of the papers to be given had been printed in advance, and discussion on them was concentrated into one afternoon. This experiment provoked a vigorous debate at the AGM about the best structure for sessions – in particular, about how much time (if any) presenters should be allowed for talking from, or to, their papers especially when these had been distributed beforehand.

*The previous term 'Overseas Correspondent' appears by 1959 to have been changed into 'Corresponding Member' and then applied not only to members outside Europe but also to any from a European country which did not currently qualify to have a National Representative (in 1959, for example, there was one such member from Greece.)

The problems of language, and the use of simultaneous translation, were also again raised. As attendance at Congresses grew – Brighton was another record, at over 260 – these issues, and that of the inadequate standards of paper presentation and visual aids, continued to resurface regularly.

The President's Report again referred to the Society's increasing administrative problems as it grew in size (by then almost 400 members from 12 countries). *'ESOMAR was one of the leading associations of its kind in Western Europe. Nevertheless it still had no legal standing. It existed only in its own very free and informal way. It had no legal secretariat except the office of the President, which changed every two years. It had no centre to which governmental or supranational bodies could be referred. It had no centre from which such standard information as leaflets, booklets, etc. could be sent out. The Council felt to an increasing extent how essential it was for ESOMAR to have a more formal headquarters and a more formal entity.'*

The Society's financial resources were still inadequate to support a fully centralised organisation. A first step in this direction had however been taken during 1959 by centralising all administrative activities in the office of the Treasurer, then Jacques Lacoste of Belgium; all the out-of-pocket secretarial expenses would be fully paid by ESOMAR. This decision was the first to tie ESOMAR to a base in the Low Countries. Lacoste himself stressed that the Society now needed to have much tighter controls over the local collection of fees and reporting of cash balances, linked to a carefully-planned Annual Budget of income and expenditure. Even if finances could not yet be fully centralised it would also be appropriate to set up a central ESOMAR banking account.

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One other initiative arising out of a discussion at Brighton on the subject of socio-economic groupings was the formation of a voluntary working group on this issue. The complexity of the subject when looked at on an international basis is perhaps best illustrated by the fact that it was not until the Congress of 1982, thirteen years later, that the successors to this group were in a position to present a formal document on the broader topic of International Demographic Classifications.

By the beginning of the 1960s the Society was carrying out much of its work between Congresses through a series of Council Sub-Committees. These included:

- Editorial (primarily concerned, at the start of the 1960s, with the Yearbook)
- Membership (a Referendum in 1959–60 approved inter alia the ending of the previous four different 'classes' of membership)

- Methodology (a plan to produce a major textbook on market and opinion research methodology had eventually to be abandoned as over-ambitious – but was finally achieved 25 years later when ESOMAR sponsored the third edition of *The Consumer Market Research Handbook*)
- National Representatives (by this time efforts were being made to involve the National Representatives more closely in the thinking of the Society and for them to make greater inputs to Council's discussions)
- Training and Education (in addition to encouraging the development of market research training courses, both inside and outside the profession itself, this subcommittee also initiated a trial system of ESOMAR bursaries for deserving students of research – there appears to have been no overwhelming rush to claim such bursaries but the first award was made to a young Frenchman in 1960).

In 1960 the Congress was held at Scheveningen in Holland, where Dr Jan van Rees became the new President. The Council elections proved to be far more complex than in previous years. There were two nominations for the Presidency, four for the Vice-Presidency, and ten for the remaining four places on Council. Given the additional complications of last-minute withdrawals and counter-withdrawals and the very extensive use of proxy voting the election procedure became unduly protracted. After the President had been elected at the original Wednesday morning AGM the meeting had to be adjourned for 24 hours so that Council could give further thought to the best procedures to be followed and for further discussions with candidates and members. The remaining elections then took place on the Thursday. The event clearly illustrated how ESOMAR had outgrown rules and procedures which had been appropriate for the much smaller and more intimate Society of the earlier 1950s. This was by no means the last occasion on which Council elections have thrown up problems and provoked sharp controversy, although it is one of the more spectacular examples. A generally workable and acceptable solution to the issues involved proved even harder to work out.

A decision to start issuing membership cards, after more than ten years of the Society's existence, was also taken by Council in 1960.

For 1961 the original choice of venue was Berlin, but this encountered objections from a section of the membership and the Congress was held in Baden-Baden instead. For the first time three languages (i.e. including German) were used for the conference papers, and simultaneous translation facilities were also provided. These developments triggered further pleas for a review of the Society's policy on 'official languages' and it was agreed that Council should carry out a survey among members on the languages issue.

A further issue raised by Council at the AGM was the possibility of changing the Society's name to 'European Society for Opinion Surveys and Marketing Research' (instead of 'Market Research'). This reflected the fact that many members now felt themselves to be involved with broader problems of marketing than in the past. However, a vote at the meeting showed that (as the Minutes rather charmingly put it) 'an overwhelming majority was in favour of keeping the existing name, in order to keep it clear that we do not lose ourselves into the vagaries of what is now called 'marketing'.' The issue would be revived, with different results, 7 years later.

By now Council had started seriously to plan for the incorporation of the Society. ESOMAR would have an office in Switzerland (its 'siège sociale', as distinct from its administrative headquarters). This would involve various changes to the Statutes, and also some complicated and drawn-out negotiations with the cantonal authorities in Switzerland – these being largely handled on the spot by Gregor Jäggi who became the Society's Treasurer in 1962. The original intention was that the ESOMAR office should be in Zurich, and for a time the Society did in fact have an address in that city. However, problems and delays arose with the authorities there over the precise title of the Society (including the use of the term 'European') and certain other issues such as the choice of official languages. Eventually ESOMAR was incorporated in Vevey instead, as a non-profit-making association under Article 60 of the Code Civile. By 1966 ESOMAR had its first legal address in Lausanne. Among the benefits which resulted from legal incorporation was the fact that funds could now be much more straightforwardly transferred between countries – a major necessity for a rapidly growing international organisation.

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One intriguing side-issue involved in this move was the need to reach an agreement with the oil company ESSO, who already owned the name 'ESSOMAR' as a brand of oil, that the Society would not compete with that company. While this was hardly an onerous requirement, the name under which the Society was incorporated therefore had to have full stops or lines between the initials. (The ESOMAR logo of the time, where the letters were separated by elements of the design and not by full stops, was subsequently registered throughout Europe without any problems).

The incorporation in Switzerland also presented the Society with the appropriate opportunity (and indeed the need) to introduce German as its third official language. By the mid-1960s between a fifth and a quarter of ESOMAR's members were basically German-speaking and the pressure for such a move had been building up over a number of years.

The 1962 Congress was held in France, at Evian. Yves Fournis was elected President, the first Frenchman to hold this post. By now the Society had

started a Newsletter for members. Although at the outset publication dates were somewhat irregular – five issues appeared in 1962 and four in 1963 – it was to be bimonthly and continued in this form for several years (largely a reflection of the enthusiasm and hard work of Dr Jan van Rees).

In 1963 the Congress was in Switzerland, at Luzern. In June of that year a Referendum had approved an increase of 2 in the size of the Council to a total of 8 (at the same time the Treasurer became a full Council member). This meant that an election needed to be held for the two additional members – a departure from the hitherto regular pattern of full Council elections every other year. In later years this issue of 'election-phasing' was to lead to further complications.

The 1964 Congress was held in Italy, at San Remo and Michael Lyster of the UK became President.

This year, 1964, saw two further milestones in ESOMAR history. The first was the authorisation to Jacques Lacoste, in March, to look for a permanent secretary for ESOMAR in Belgium, since this was where he was based. This resulted in November in the appointment of a part-time ESOMAR Secretary, working from her apartment in Brussels. However this proved to be a false start since she resigned after a few months. There was then a gap of several further months. Finally, in October 1965 and at the insistence of Peter Schmitt (who was to become the next ESOMAR President), the post was offered to Fernanda Monti.

Fernanda had already been involved in ESOMAR's international activities over many years. This was partly through her work in the North Italian Division of the Marketing and market research association but also more directly in helping to organise certain ESOMAR events (for example with several of the Congresses from 1958 onwards) and with other activities such as the work on revising the ESOMAR Code. She agreed to accept the post on the understanding that she would have a permanent office and be given full responsibility for the new Secretariat.

It would be tempting to say that 'the rest is history' as far as establishing the Permanent Secretariat was concerned. This was far from the case. No separate office was immediately available, so from January 1966 Fernanda worked from her temporary home in London – the most suitable location in the short-term since the current President (Michael Lyster) was based there and it was also possible to liaise closely with the secretariat of the Market Research Society.

Meanwhile the search for a suitable ESOMAR office continued. Five cities were considered as possible locations: Brussels, Frankfurt, London, Milan and Paris. Brussels was finally chosen, both because the Treasurer was located there but also because it had good international communications and it was the headquarters of the EEC. By October an office had been

found at 17 rue Berckmans; it was equipped in part with office furniture lent by the Treasurer; a local ESOMAR bank account was opened; and the first assistant to the Secretary was recruited.

From then on Fernanda Monti would be very closely involved in helping to develop all the expanding activities of the Society – from building up the Secretariat itself and looking after the 'housekeeping' functions of the Society's administration, to organising Congresses and Seminars and other events, to establishing contacts with an ever-widening range of other organisations in Europe and worldwide. It has often been pointed out that the growing credibility of ESOMAR as a major player on the world business scene, and in its dealings with authority, essentially depended on increasing its professionalism, size, financial resources and range of activities. This only became possible with the creation of an effective Permanent Secretariat after 1965.

The second 1964 milestone, in March, was the very first ESOMAR Seminar – a major innovation in the range of services offered to members. Sponsored by the Thomson Organisation (the media group which two years earlier had introduced the Thomson Medals awards for media research) this Seminar was held in Oxford on the subject of 'Media Research' and attracted some 60 delegates. Although seminars have since become a major element in ESOMAR's annual programme of events it was some time before they became such a familiar part of the ESOMAR scene – they did after all predate the setting up of any permanent secretariat. There was a further Seminar in 1965 in Munich (on 'Measuring Advertising Effectiveness') and another in 1966 in Deauville (on 'The Role of Market Research in the Creation of Advertising') – the first to be organised by Fernanda Monti. By that stage their success, and the fact that greater ESOMAR resources were becoming available, led to the decision to build up a more regular programme of such Seminars. These were clearly catering for a need for more in-depth international discussion of specific research issues, they added variety to the ESOMAR calendar and involved members in activities in the gap between the annual Congresses, and they provided opportunities for local events in countries not currently in the 'Congress circuit'.

It is only too easy to forget the practical problems faced by the organisers of some of these earlier events. Even today occasional snags occur, especially with presentation facilities – but it is hard to think of a recent equivalent for one improvisation at the 1966 Deauville Seminar. On arrival at the hotel Fernanda Monti found there were no arrangements of any kind for blacking out the lecture room whenever the projector was in use: recalling that she had passed a funeral parlour en route to the hotel a hasty visit to the undertaker persuaded him to lend the Society some funeral drapes which were adapted as makeshift blackouts.

The end of ESOMAR's second decade: The 1968-70 Council

(sitting left to right) *M.J.J. Veraart (Vice-President), Paul H. Berent (President), Peter Schmitt (Past President)*; (standing left to right) *J. Drasinover, Erik Kristoffersen, Fernanda Monti (Secretary General), Jacques Andriessens, Jean Bigant, Jean-Michel Agostini*

(Not in this picture: *Hans Sittenfeld*)



A more spectacular example was in 1968, at Killarney in Ireland. When Fernanda arrived on the day to make the final arrangements for welcoming the delegates she found that the hotel booked for the Seminar had closed without any warning, and a different hotel had to be organised on the spot. On top of this, the delegates' luggage was sent to the wrong location; the overhead projector, for which there was no replacement, was dropped in the course of being transferred from the meeting room (too cold to hold the meeting) to the lobby of the hotel where the seminar continued. And on the Friday evening, the fish night, being a Catholic country and having an official guest, the hotel found it had no supplies for dinner and delegates had to wait 2 or 3 hours while sufficient fish were being caught for the meal, being entertained meanwhile by a stream of anecdotes from John Meagher. Organisers of ESOMAR Seminars nowadays have, on the whole, rather more routine problems to cope with.

Inevitably the transition from a 'semi-amateur' to a fully professional organisation meant an increase in the costs of running the Society. In 1964 the Treasurer had warned Council that although ESOMAR had been approximately breaking even up to that time the establishment of a Permanent Secretariat, plus the costs of a planned extension of the Society's publications, would call for a virtual doubling of the annual income. In 1965 the annual subscription, hitherto unchanged, was therefore increased from (the equivalents of) £3 to £5. From here on the subscription level, which after incorporation was quoted in Swiss Francs, would be regularly reviewed: ESOMAR had now become a business operation as well as a professional body.

While these developments were taking place the 1965 Congress had been held in Dublin. As with other events in that country this had its own distinctive Irish flavour – on this occasion there was a delegates' outing to a race meeting at Naas in County Kildare, a key race being that for the ESOMAR Silver Plate, followed by an Oyster Supper. How much money delegates won or lost is not recorded but it is sad that this precedent has not been followed up.

In 1966 ESOMAR membership was approaching the 1,000 mark. The Congress returned to Copenhagen, with 602 delegates, and for the first time the papers were published in book form. The new President was Peter Schmitt, the first President to be elected from the Federal Republic of Germany. The rules governing the period of time for which members could serve on Council were changed by referendum, which also provided for half the Council members to retire (or re-stand for a maximum of 3 terms) each year. However, the draft of a proposed new Code of Standards and Ethical Practice which had been previously circulated ran into strong objections to certain elements in it, and the necessary referendum on this had to be

postponed. An amended version of the Code was not finally adopted until 1968.

The same year (1966) also saw the launch of a new twice-yearly ESOMAR publication 'The European Marketing Research Review'. Edited by Dr Max Adler, this was planned as the Society's professional journal (as distinct from the existing Newsletter for members), and was to be a public relations and promotional exercise to the outside world as well as an additional service to members. Both publications continued to appear into the 1970s although – as with the Society's later publishing operations – it proved difficult to find the most suitable formula in terms of content and the practical problems of management.

The 1967 Congress was the first to be completely organised by the new Secretariat, instead of a specialised commercial firm, and was held in Vienna. This was the year in which the increasingly odd category of 'corresponding members' (which by now covered those living in any country with less than 6 members) was dropped. National Representatives were to be appointed for all the European countries, although in the smaller countries they would be classified as the 'provisional' Representative.

The 1968 Congress broke new ground. Schmitt had been keen to open up the Society to the Eastern European countries and so the Congress was held for the first time in that part of Europe, at Opatija in Yugoslavia, under the patronage of President Tito. Paul Berent was elected to the ESOMAR Presidency. This time (unlike in 1961) it was agreed to amend the name of the Society by substituting the term 'Marketing Research' for 'Market Research' in order, it was hoped, to broaden the Society's coverage and appeal to people working in marketing generally. Fernanda Monti's title was also changed from that of 'Secretary' to 'General Secretary' in recognition of the growing role and importance of the central Secretariat. And 1968 saw the adoption of a new Code of Standards first proposed two years before.

This second decade thus proved to be in many ways the most important one in ESOMAR's development. By 1968 the Society had become legally incorporated; it had established a permanent Secretariat with its own office; it had started to introduce financial planning systems and centralised banking arrangements; it had widened the services offered to members by introducing regular publications and launching a growing programme of Seminars; and its membership had increased to almost 1,200 from 33 different countries. In the years to come there would be many innovations and new issues to be tackled as the Society grew in size, wealth and the range of its activities – but the basic structure to handle this was in place.

Postscript: the International Marketing Federation

Throughout the 1960s and well into the 1970s ESOMAR became involved with another development which for some years led to considerable debate and sometimes disagreement within the European research community. This development originated from outside the Society. It was the launch of the International Marketing Federation (IMF, an unfortunately confusing set of initials), the brainchild of the American Marketing Association (and specifically of Don Longman). The full story of the IMF, and of ESOMAR's relations with it, could easily fill a separate chapter. Since it does not readily fit into the main text it is dealt with here and only the key episodes will be outlined.

ESOMAR had been informed of this project early in 1960 but Council's first reaction was of extreme caution. The IMF would apparently be an Association of other associations based on individual membership. How this would relate to the European scene – with both an international and a growing number of national associations – was unclear (one of the IMF's problems for some time was to be a lack of clarity in its objectives, structure and proposed methods of operating). Its founding meeting was scheduled for Rome in March 1961. ESOMAR therefore arranged a meeting of representatives of the European national associations in Brussels in January 1961 to discuss what ESOMAR's reaction to the idea should be.

It was apparent that different national associations and individuals had somewhat differing views about the project. Some saw it as the shape of the future, attracted by the idea of a genuinely world-wide body with a strong marketing (as well as research) connotation – at that time, it should be remembered, ESOMAR was still essentially a European organisation, and other parts of the world outside North America had no professional research bodies with an international orientation. Conversely others saw it as a threat, concerned about the possible submergence of research by other wider interests. Some preferred the idea of working with the IMF through ESOMAR, others would like a direct link with the new body when it came into being. Again, if ESOMAR joined the IMF would it become in effect the regional representative of the larger body, or just one individual member among many others (perhaps also representing those European countries without a national association) – or what? If ESOMAR became a member would this change, and perhaps weaken, the professional links between the Society and the national associations? And of course there was the complication that most members of ESOMAR were also members of their national associations.

In short, how far would it pose problems or even threats for ESOMAR's future? Would it open new horizons or would it limit ESOMAR's role to that of a subordinate coordinator for purely regional activities?

These and similar questions led to some continuing caution on the part of ESOMAR. However, a number of senior ESOMAR figures were closely involved with the launch of the IMF. At its first general meeting at Evian in September 1962, immediately following the ESOMAR Congress, Cranch and van Rees represented ESOMAR and Fournis and Bill Wilson were elected as the first European Vice-Presidents of the new body. The proposed Statutes were adopted and six of the European national associations were admitted to membership (with others to follow). ESOMAR also applied for membership and this was confirmed shortly afterwards.

The IMF's Constitution specified that:

'International Associations may be formed in Europe, Latin America and Asia to serve as IMF Regional Associations. These Associations:

1. Will be open to membership by individuals throughout the region
2. Will provide a centre for the coordination of Federation activities in conjunction with National Associations in the region.'

This appeared to provide for ESOMAR to act as a coordinator for professional research activities across Europe but for the national associations to liaise directly (if they chose) with IMF headquarters on issues of policy. Obviously much depended on how matters evolved in practice. ESOMAR proceeded to set up a Consultative Committee, with representatives from each of the key national associations, in order to coordinate views on IMF activities. ESOMAR was finally representing those countries where there were no national societies.

The activities initially proposed for the IMF included the publication of an information bulletin and yearbook; setting up reciprocal arrangements between member associations (e.g. on publications); the organisation of meetings and conferences on a regional basis; a programme of work to result in papers on specific topics (e.g. consumer response to advertising in different countries); and the preparation of a dictionary of marketing terms. This ambitious programme would be handled by a set of six different Committees reporting to the IMF Council.

Over the course of the next decade or so the IMF managed to achieve (at least in part) certain of its original objectives. For example, it did organise a series of events in different parts of the world in cooperation with local associations – starting in Europe with a conference in 1963 in Hamburg (on Communications Research) and as patron to a joint ADETEM/ESOMAR seminar the following year in Grenoble.

However, despite the efforts of people such as Cranch (who became President of the IMF during the later 1960s) to breathe further life into the organisation, over the years the IMF continued to suffer from a

diffuse and inadequate international infrastructure.

After about 1970 support for the Federation began to decline both in Europe and in the USA itself.

In 1976 ESOMAR decided to withdraw from IMF and most of the European national associations did the same. The meetings of Chairmen of the national associations, which the IMF had been responsible for calling, therefore reverted to the ESOMAR Congress with effect from 1977.

Organised somewhat differently the IMF might have succeeded. Certainly the international context for such activities has vastly improved in more recent years with the growth of international marketing and market research. However, the demise of the IMF meant much greater opportunities for ESOMAR itself to play a key role on the international stage, in cooperation with bodies such as the ARF and AMA in the USA and the JMA in Japan, than would otherwise have been the case.

5. GROWTH AND MATURITY: 1968–1988

The following two decades were ones of substantial but uneven growth for ESOMAR. From 1968 to 1974 membership rose from under 1,200 to over 1,700 but then fell back slightly over the next four years. Between 1978 and 1988 membership again increased but on the whole relatively slowly and in some years not at all. The 2,000 mark was reached in 1987. Despite the continuing growth of marketing research as a business, and particularly as an international business, the more optimistic projections of membership trends which might have been based on the experience of the 1950s and 1960s were thus not fully borne out during the 1970s and 1980s.

There were a number of reasons for this. The tougher business environment generally had its effects. As user companies tightened up their marketing budgets, research departments were often slimmed and, although in most countries expenditure on research suffered less than advertising budgets when cutbacks were called for, it nevertheless became harder to justify spending very much of the available research budget on 'overheads' as opposed to actual research projects. Research agencies themselves also found that life was becoming commercially tougher: the relatively relaxed and freewheeling days of the 1960s gave way to a much more hardheaded commercial and profit-seeking approach. Professional bodies such as ESOMAR had to work considerably harder to justify their subscription fees and other charges during a period when (partly because of inflation) these began to rise much faster than in the past.

This slackening and sometimes erratic trend in membership was magnified in the figures for attendance at Congresses. These have always fluctuated with the choice of location, varying with the attractions of the particular area (southern Europe always tending to be rather more popular than northern), the costs involved, the ease or difficulty of travelling there, and also whether or not it is a joint conference with WAPOR. Attendance peaked at over 800 between 1969 and 1973 (with the exception of Finland, down to just over 700 in 1971) – a record being set in 1972 at Cannes (865). During the remainder of the 1970s attendance fell, the low point being Brussels in 1979 (551), and did not regain the 1969–73 levels until the later 1980s.

The more sluggish total membership trend of these two decades does however conceal one very important development. During the 1970s the number of members from outside Europe began to grow much faster than the number of European members – a trend which has continued ever since. In 1960 overseas members represented only 2.5% of the total; by 1978 8.4%; and by 1988 13.7%. The number of overseas countries

represented also grew steadily, from 10 in 1968 to 21 in 1978 and 25 in 1988. And whereas during the first ten of these years most of this growth came from North America and secondarily Australasia, by the 1980s many of the new members came from Latin America and the Far East – a reflection of the way research itself was developing internationally. ESOMAR was now expanding into a genuinely worldwide organisation.

While the Society appeared by the mid-1970s to have reached maturity with signs that membership might be approaching some sort of plateau, the overall trends hide a considerable amount of new activity and innovation during these twenty years. What were the main events of this period?

THE SECRETARIAT

By the end of the 1960s the Secretariat was firmly established and growing in size with the increase in ESOMAR activities. After three years in Brussels the office – which then had a total staff of four – was moved to Amsterdam for 'domestic reasons' and from the beginning of 1970 was located at Raadhuisstraat 15, just behind the Dam Square. Over the next few years the Secretariat's operations grew to the point where in 1978–79 it became sensible to consider buying premises. The first attempt fell through as the Amsterdam authorities refused permission for a change of the chosen building's use to offices, and instead the Secretariat moved in 1980 to Wamberg 37, Buitenveldert, in the southern part of the city.

Eventually a suitable property was acquired at the end of June 1982. This was Viottastraat 29, occupied previously by a Housing Association. The Secretariat moved into its new address in February 1983 and has remained there, ever since. The Annual Report for 1982 commented: *'All the available information points to the fact that ESOMAR has made this purchase at a good price and near to the bottom of the market as far as building values in Amsterdam are concerned. It is thus reasonable to suppose that ESOMAR may expect a fair capital appreciation on the property over the years. Incidentally, it should be noted that the purchase has been effected without calling for any hypotheek (mortgage) or other borrowings.'*

The success of the negotiations was reinforced by the fact that the two years' unexpired commitment on the Wamberg lease was largely disposed of, despite a depressed office property market, by re-letting. The move was coincidentally celebrated by the adoption of a new ESOMAR logo.

Having a soundly-based Secretariat made all the difference to the Society in its ability to handle the logistics of a growing number of activities. In 1986 Council marked the importance it attached to the efficient management of the Society by appointing Fernanda Monti, whose title had

been changed to Secretary General in 1968, as the first Director of the Central Secretariat.

THE ANNUAL CONGRESSES

During this period Congresses continued to last for 3½-4 full days, although by the later 1980s their length was increasingly being challenged as general business pressures on time increased. There were other issues which were aired fairly regularly at Congress AGMs, such as the generally rather low attendance by users of research. An attempt was made to address this problem in 1977-78 by the formation of a Users Group, followed by a Users Group Symposium in Amsterdam. In Lisbon in 1988 and the following year a special business session for users only was introduced, which in turn provoked controversy over the principle it involved of excluding research suppliers. A fully satisfactory solution to the basic problem of how to attract more research users to the annual Congress has still to be found.

Another important Congress issue has always been that of finding suitable key speakers. In 1963 this created a furore when Council overruled the Programme Committee's choice on the ground that because of the invited speaker's reputation 'the platform so offered would be highly likely to be used for political purposes.' This would conflict with ESOMAR's commitment to being 'a resolutely non-political society.' The Programme Committee thereupon resigned en bloc. The somewhat complex issues of principle (and of definition) led to one of the fiercest and most prolonged debates on record at the subsequent AGM. The episode did serve to focus greater attention on the importance of securing key speakers who would add to the attraction and prestige of the Congress Programme, and subsequent Programme Committees have scored some notable triumphs (for example by securing in 1986 Jacques Delors, the President of the European Commission).

Among other innovations at Congress was the introduction at Barcelona in 1983 of the first Exhibition by research institutes and supporting services, now a regular feature. However, the most important development was the introduction of Special Interest Group sessions. The first move towards providing rather less formal opportunities for discussing topics of more specialised interest had been made in 1958. In 1971 some 3,800 questionnaires were sent out at the time of planning the Helsinki Congress in order to establish how much support there might be for such sessions in addition to the plenary and parallel sessions. The response justified setting up ten Special Group sessions in parallel (plus an East-West Group session) each lasting 2½ hours. A convenor for each Group was appointed by Council. A typical Group agenda included the presentation of one or more

ESOMAR Founder Members at the 40th Anniversary Congress, Montreux 1987:

(Left to right) Adri Bakker, Graeme Cranch, Wim de Jonge, Hélène Riffault, Jan Stapel, J.J.M van Tulder, Pierpaolo Luzzatto Fegiz



papers on the particular subject (e.g. Agriculture or Travel and Tourism) with a discussion, possibly also a Panel discussion, and then consideration of further possible activities for the Group.

Special Groups proved popular and played an important role in the subsequent Congresses. The number of such Special Groups had increased to 18 in 1972 in Cannes and to 20 by the 1974/75 Congresses in Hamburg and Montreux; and at the latter Congress 4 half-days were allocated to the Groups (with 46 papers) and 3 half-days to the Main Sessions (16 papers). Clearly the attempt to cater for more specialised interests among delegates was in general very successful – but it also brought with it growing problems for the Congress as a whole. With a large number of Groups, audiences became fragmented. While some subjects attracted large numbers, others struggled to bring in sufficient to justify the efforts involved. There was increasing competition for audiences between Groups whose subjects might to some extent overlap, and more fundamentally competition developed for the 'best papers' between the Group Convenors and the organisers of the Congress Main Sessions. Questions were also raised about the possible need for simultaneous translation facilities for larger Groups. Finally, the success of individual Groups tended to fluctuate with the skills and enthusiasm of their Convenors, while certain subjects showed evidence of 'wear-out' after the first years, so that it became difficult to predict the level of support a Group would have from one Congress to the next.

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Various attempts were made over several years to find a solution to these problems of how to reconcile specialised interests with the overriding need to avoid fragmenting the main Congress Programme. Ultimately the latter had to take priority. By 1984 a decision was taken to rein back the Group activities and integrate them more closely into the main Congress Programme. Methodological topics would be fitted into Main Sessions or allocated to Seminars, and trade-specific topics (e.g. Agriculture) would also be allocated to Seminars or possibly to discussion sessions at the Congress. This decision was helped by the fact that by now many more Seminars were being planned for each year.

SEMINARS AND CONFERENCES

The first of these had been held in 1964. From 1967 onwards the number gradually increased until by the mid-1970s there were 4 or 5 per year – the choice of topics being guided from 1970 onwards by the results of a 1969 survey among members.

The Seminar programme had several objectives. First, and most obviously, it provided educational opportunities for ESOMAR members and

others (particularly users of research). Second, it helped to develop the profession's knowledge and thinking in specific fields of research (the Seminars from 1965 onwards on research into advertising are a good illustration of this). In the third place, the Seminar programme helped publicise ESOMAR generally to research and marketing companies and others who might be interested. It also publicised ESOMAR in countries where the Society was not yet well known and where membership was still limited.

However, it was also clear that ESOMAR could not afford to ignore more commercial considerations. The Seminars were not regarded as profit-makers for the Society but equally they could not be allowed to be a drain on its financial resources. While from time to time a deliberate decision might be taken to subsidise a particular Seminar, it was therefore ruled that the programme should overall at least break even. ESOMAR should avoid the danger of over-promoting the product, in the sense of running more Seminars than the Secretariat could effectively manage alongside its other activities – or than the market could support – especially against the background of a steadily increasing number and variety of competing courses now being organised both nationally and internationally. And, obviously loss-making subjects should normally be avoided.

The number of standard 2½-day Seminars held each year settled at around 5 in the mid-70s, rising to 8–10 in the later part of the '80s. Certain of these events (normally 1 or 2 in any given year) were run jointly with another organisation such as WAPOR, EFMA (the European Financial Marketing Association) or EphMRA (the European Pharmaceutical Market Research Association). The first experiment with simultaneous translation facilities at a Seminar was in 1973. Simultaneous translation thereafter varied with the needs of a given Seminar, depending on the particular subject and on the country in which it was held.

Another major new development at the start of ESOMAR's fourth decade placed it more firmly on the world stage. The Society had had contacts with both the American Marketing Association and the Advertising Research Foundation over a number of years. In March 1979 these culminated in a joint AMA/ESOMAR seminar in New York with the deliberately provocative title: 'It Won't Work Here – what American and European researchers can learn from each other'. The success of this venture led to the organisation of similar conferences on a biennial basis, the second (entitled 'From Advertising to Communication Research') being held in Paris in 1981. In 1983 the third in the series on 'Strategic Corporate Planning – a thing of the past or a necessity for the future?' was held in San Francisco: for the first time the Japan Marketing and Marketing Research Associations were also involved, resulting in an invitation to hold the next such Conference in

Japan. Although in subsequent Conferences the Advertising Research Foundation replaced the AMA as the American sponsor, this set the pattern for the fourth joint Conference in Tokyo in 1986 and others thereafter.

This tripartite approach has every two years brought together the three main regional economic groupings in different parts of the world – Europe, North America and Asia-Pacific. The objective is to consider marketing and research issues of mutual interest, and ESOMAR has continued to play a leading role in the organisation of these events. By the later 1980s ESOMAR was beginning to reach out beyond the boundaries of Europe in other ways also. In December 1987 a Seminar on 'Research in Arab Countries: Problems and Solutions' was held in Cairo, the first such ESOMAR event in another continent. In the meantime, the Society was becoming more involved both with the Middle East generally and with Latin America.

Towards the end of the period the Committee for Congresses, Special Groups and Seminars launched a new type of event. As part of Council's efforts to develop ESOMAR's educational activities, attempts had earlier been made to set up Education Workshops involving educationalists in marketing, in Barcelona in 1976 and Cranfield, UK in 1977. These attracted insufficient support to justify continuing with them. However, in May 1981 an experimental 'Teach-in Seminar' was held in Stockholm, followed by another in Lisbon in the November. This approach worked. As described in the 1986 Annual Report, *'The function of this new type of event is to provide in a short space of time a sound knowledge of the techniques available in a specific field as well as a clear understanding as to how and when to use them. When a need for a specific course is signalled to Council, a programme will be tailored to that country's particular needs, whether for trainees or middle-management, with international experts as teachers. Saving time-out-of-the-office as well as travelling expenses, it is envisaged that these courses should be repeated at short intervals in any country where this need exists, with a similar programme and some of the same teachers. Simultaneous translation will be provided wherever it is necessary.'*

This proved one of the most successful ESOMAR initiatives of recent times, with between 2 and 5 such Seminars being held each year (both inside and outside Europe) covering basic market research training and also more advanced or specialised aspects of research.

PUBLICATIONS

A more difficult field of activity throughout the Society's history has been that of publications. The period started successfully with the production by

Jan van Rees of the first Glossary of Technical Terms for Market Researchers. This contained 383 terms, in six major West European languages, and in 1974 it was reissued in seven East European languages. Like many such ventures, it had to cope with some terms which proved almost untranslatable and with problems of gender etc., but it clearly answered a need and later (in 1989) a major new edition was produced covering some 2,350 terms.

The Society also began to produce other 'occasional publications'. For example, in 1979 came the first international guide to sound practice in commissioning research, 'Reaching Agreement on a Market Research Project', to be followed by other similar booklets. In 1980 a book appeared on 'Researchers look at Advertising', containing papers given at ESOMAR conferences between 1949-1979. In 1982 the first 'Research Prices' study of the differing costs of research in different countries was published, as well as a series of Working Party reports on the 'Harmonisation of Demographics' for international surveys in Europe. Then in 1986 the first of a series of monographs, on 'New Product Development', was launched. Also in 1986, and most weighty of the lot, ESOMAR published in association with Elsevier the third edition of the standard European textbook 'The Consumer Market Research Handbook' (the previous editions having been produced by commercial publishers). This growing field of activity was recognised in the same year by the appointment of an ESOMAR Publications Officer.

A much more intractable problem was that of the regular ESOMAR publications. These continued to be faced with difficulties in finding suitable contributions, refereeing, translation, publishing arrangements and, inescapably, costs (the latter figuring frequently in the Presidents' and Treasurers' Annual Reports). In 1973 it was decided to replace the Newsletter and the European Market Research Review by a bi-monthly journal 'European Research'. This was to struggle along for many years with varying success but always at substantial cost to the Society (in excess of SFr. 100,000 p.a. throughout the 1980s). During the 1970s and 1980s there were several changes of editor and publisher, but the difficulties persisted, and from 1981 the Journal was reduced to a quarterly.

At the end of this period Elsevier was appointed to handle the journal from January 1989 under the new title 'Marketing and Research Today' with a brief to broaden its international appeal. A new Editorial Advisory Board was also set up to oversee the operation more closely than in the past. Meanwhile, back in February 1978, the Newsletter was reintroduced in the form of a bi-monthly now entitled 'NewsBrief'.

FINANCES

What about the more general aspects of ESOMAR's organisation and management? Financially the Society was in good shape: between 1968 and 1988 it recorded losses in only three years. Accounting had been complicated in the earlier years when a large part of the funds – 50% in 1965 – were in the hands of the National representatives because of the difficulties of currency transfers. When the accounting was centralised, following the incorporation of the Society in Switzerland, a successful pilot experiment was carried out in 1976 to collect centrally the subscriptions of the Danish members. All subscriptions were therefore centrally collected from 1977 onwards. This had the effect of reducing what had sometimes been extensive exchange-rate losses incurred under the previous system.

Back in 1967 equity capital of SF 100,000 had been regarded as the necessary safety margin for the Society. By 1968 the accounts showed a balance of SF 153,000, by 1978 a balance of SF 1.05 million (the first time it exceeded 1 million), and by 1988 SF 3.88 million. Although not comparable in all respects the trend is clear.

Much of the credit for putting the finances on such a strong footing during this period belongs to the Finance Committee under the Chairmanship of Michael Lyster. The Society's expenditures on staffing and the different activities increased considerably over these years, from about SF 100,000 to SF 2.8 million. Activities such as Congresses and Seminars were expected to be self-financing but in practice they did not always make their full contribution to overheads because of the lack of a full cost-attribution system, although Secretariat costs began to be allocated increasingly to specific activities from 1971 onwards. Membership subscriptions continued to provide a major contribution to the costs of running the Society. Although the fees were increased, this was not done on a regular basis during the 1970s and the resulting jumps in certain years led to occasional protests at the AGM. Between 1968 and 1978 subscriptions slightly more than doubled, but over the next decade they went up more slowly, by just over one third. After the experience of the 1970s the policy was later modified to more regular but modest increases in the subscription, more closely in line with annual inflation and sometimes below.

During this period the Finance Committee introduced tighter budgeting procedures and longer-term planning: a Three-year Plan in 1972 and a Five-year Plan in 1975. The Committee was eventually discontinued in 1987. In its place the Society for the first time appointed an auditing firm, KPMG, to look after the accounts. There were some changes to the way in which the Annual Accounts were presented; and ESOMAR was able to move further

ESOMAR Past Presidents at the 40th Anniversary Congress, 1987:

(Left to right) Harald Ruppe, Fernanda Monti (Secretary General), Erik Kristoffersen, Michael St. G. Lyster, Gabriele Morello, Ivor Shalofsky, Pierpaolo Luzzatto Fegiz, Jan van Rees, Peter van Westendorp, Coen de Koning



towards getting a clear picture of the true costs of running its different operations.

THE NATIONAL REPRESENTATIVES

With the change in the system of collecting annual subscriptions the role of the National Representatives also altered. Now that after 28 years they were no longer responsible for this increasingly onerous and time-consuming task they would be free to concentrate on other aspects of the Society's affairs.

A new ESOMAR Bye Law (No. 5) was issued in 1976/7 setting out Council's views on the Representatives' new role and establishing a more business-like approach to their activities. The Representative's role was redefined as *'to act within his country as the Council's representative vis-à-vis the members in that country and, conjointly, as the collective representative of all those ESOMAR members vis-à-vis the Council.'* It was suggested that Representatives could:

- improve personal contacts with, and between, national members of ESOMAR
- promote a strong and active local membership group
- arrange meetings of local members, inviting speakers where appropriate
- recruit new members (a priority after a mid-70s slump in new membership applications)
- find ways of retaining the interest in the Society of (particularly) longer-serving members
- liaise closely with national societies
- report on new developments locally in management, marketing and research
- establish contacts with senior decision-takers in industry commerce and public offices
- organise an active local PR campaign on behalf of the Society
- promote the proposed new ICC/ESOMAR Code and any similar publications.

In addition, Representatives would still retain a substantial core of administrative duties to support the Secretariat on various aspects of membership administration and finances, the Bye Law providing for tight control of expenditures at national level as well as for annual budgets (roughly related to local membership fees) for each country.

This Bye Law was an important step towards involving the National Representatives more closely in ESOMAR's overall thinking and forward planning over the following years (for example in the case of the Society's Marketing Plan drawn up by Council in the later 1980s). Greater emphasis

was put on the importance of the periodical meetings of Representatives at the annual Congresses and at occasional special conferences. 'Available time' and other constraints meant that the success of these efforts varied over time and by country, but in general the role of National Representatives has grown with the Society members at both national and international level.

MANAGEMENT OF THE SOCIETY

Between 1968 and 1988 the Society's Statutes were amended on several occasions. Some of the changes were more technical in nature – for example to provide for the election of Honorary Members* and Retired Members (in 1979) or for alterations in the way membership applications were to be handled. Others proved much trickier. The most difficult proved to be the issues relating to Council elections – partly the question of how far candidates could stand for more than one position (and if so, which); but (more controversial) the actual voting procedures to be used. The latter issue led to problems with an August 1974 Referendum, following strong disagreements over a 1973 proposal to disallow proxy voting and replace it with postal voting. In this Referendum members were presented with a choice between several alternative voting procedures:

- (1) the existing system: direct voting at the AGM plus limited proxy voting
- (2) direct voting at the AGM plus postal voting
- (3) postal voting only
- (4) postal voting only but after the AGM
- (5) a combination of direct, proxy and postal voting.

The votes cast for these alternatives in the Referendum were 110, 102, 53, 26 and 25 respectively. In retrospect this provides a fine example of the difficulties connected with referenda – including the problems of split votes. Not surprisingly Council concluded that no system of postal voting (which had been advanced as the most democratic procedure for a widely dispersed international body) was likely to achieve the necessary majority of votes in a referendum, so the existing system was retained. A range of these issues was later clarified in a revised set of Statutes submitted to a Referendum in 1987.

From the early 1970s, Council started actively to look for suitable new ESOMAR initiatives. At the Congress in 1971 it announced that it was considering establishing a fund for research and special projects, and a

*The first three Honorary Members (Cranch, Luzzatto Fegiz, Stapel) were elected in 1979. They were followed later by Michael Lyster (1988), Fernanda Monti (1992), and Peter Schmitt (1994).

feasibility study for this was launched the following year. This came up in 1973 with a proposal that ESOMAR should carry out a biennial study of consumer purchasing and ownership patterns across the major European countries (similar to studies previously carried out by the Readers Digest Association in 1964 and 1970). However this would not be possible without sponsorship help and the idea was subsequently postponed because of the difficult economic situation.

During the later 1970s Council began more systematically to develop the concept of strategic planning for the Society. In 1980 it set up a new Committee to examine the implications of the changes in the business and social environment and to recommend ways in which the Society could better safeguard the interests of the profession and promote the Society to the outside world. The Committee made a number of recommendations relevant to the National Representatives' activities and also put forward some more general proposals, reported at the 1981 Congress. Among these was the preparation of a regular Industry Report (triggered partly by Brussels' interest in such information) to describe the size, structure and activities of the research industry throughout Europe. This idea was developed over the following years, but the lack of accurate and comparable statistics for many of the countries meant that the first comprehensive Report was not finally produced until 1989.

In 1986 Council set up a Management Committee (consisting of the President, Vice-President, Treasurer and Secretary General) to control the Society's short and long-term planning and the execution of such plans. By now the idea of forward planning was well established, even if the practice inevitably proved more complex than the theory (and took longer).

The work of Council and the Secretariat during these years was guided by a series of surveys. Such surveys had been used to assess delegates' opinions of individual Seminars (since as far back as 1968) and Congresses (since 1971). More general membership surveys were now also used. The first of these was in 1974. Researchers tend to be notoriously reluctant respondents but this survey achieved a 55% response rate (increasing from the south to the north of Europe, a not unfamiliar finding in international research projects!), and this encouraged this approach to consultation. From 1977 such surveys were carried out more regularly, on virtually an annual basis during the 1980s – a rush of information seeking which has not been matched since. The different surveys covered somewhat different topics. These ranged from members' academic and other backgrounds, to their views on different ESOMAR activities, to the level of interest in a possible ESOMAR Abstracts Service. And in 1988 there was a study of research clients' needs, carried out in 17 countries.

Ever since 1948 it has been clear that as far as the membership is concerned the Society's efforts to maintain and improve professional standards are one of the top priorities. There was close cooperation with the ICC from the beginning, but although it was suggested from time to time that the two bodies should have a joint Code of Practice for marketing research this did not happen until the later 1970s. In 1971 the ICC published an International Code of Marketing Research Practice which was based on the earlier (rejected) draft of the new 1968 ESOMAR Code and therefore differed from the current ESOMAR Code in various ways. In 1974 closer contacts were therefore re-established with the ICC with a view to cooperating on the development of a new ESOMAR Code. This led two years later to the setting-up of a Joint Working Party to prepare a Code which was acceptable to both organisations. The new International Code of Social and Marketing Research Practice was finalised in the Spring of 1977 and officially adopted by the two bodies during that year.*

62 Since ESOMAR is a Society of individuals its Code could initially be binding only upon the individual members of the Society, not on the organisations to which they belong. An important step to extend and strengthen the Code's authority was taken in 1980 when it was decided that with effect from the following year any research institute wishing to be listed in the ESOMAR Directory (or to advertise in European Research) must sign a legal declaration that the institute as such also conforms to the Code in all its research activities. By the 1981 AGM Council was able to report that there had been 100% acceptance of this requirement.

Meanwhile it had become clear that the conduct – and even more the presentation of the findings – of pre-Election public opinion polls by the media was causing increasing problems for the research profession. Polls which were poorly carried out or misleadingly reported reflected badly on the reputation of research generally. There was also a growing tendency for certain governments – for example in France – to introduce legal restrictions on such polls. In 1982 the Professional Ethics and Standards Committee therefore developed a new 'Code of Practice for the Publication of Public Opinion Poll Results', together with supplementary Guidelines on how it should be applied. A significant success was subsequently achieved in September 1985 when, largely as a result of energetic lobbying by various

*These contacts with the ICC were to lead to growing cooperation between the organisations which culminated in a Joint Symposium on 'International Marketing Research' held at the ICC offices in Paris in 1985.

ESOMAR members, the European Parliament's Committee on Parliamentary and Public Relations of the Council of Europe concluded that *'the objective publication of genuine public opinion polls did not have a strong and discernible influence on the result [of elections] the Committee are not of the opinion that stronger controls are shown to be desirable or necessary...'* The Committee made explicit reference to the ESOMAR Code as an important factor in its decision and recommended wider application of this Code.

In its 1985 Annual Report Council referred to the potential threats posed to marketing research by the still fairly new but rapidly developing area of telemarketing. The desirability of trying to draw a clearer distinction, in the eyes of the public and even more of the authorities, between the two types of activity led to the publication in 1988 of a further ESOMAR Guideline on 'Distinguishing Telephone Research from Telemarketing'. Its objective was to find ways of minimising the dangers of growing public resistance to cooperating in survey research, and also of legislation being introduced which might be directed at some of the excesses of telemarketing but which had the side-effect of restricting genuine research activities. This problem was to increase further over the next decade with the enormous growth in telemarketing of all kinds.

THE GROWING THREATS FROM OUTSIDE

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From the mid-1970s, the Society found that it had increasingly to consider how to counter growing threats of unduly restrictive legislation at both national and international level. The somewhat specialised area of pre-Election polls has already been referred to but the issue was very much wider than this.

The reasons why these threats developed would be an interesting study in itself. The growth of consumerism, the increasing scale and intrusiveness of marketing activities generally, more invasive approaches by the media, greater public interest in issues relating to personal freedom and rights, changing political agendas – these and other factors contributed to increasing political discussion of the possible need for greater control over certain of the apparent excesses of unrestricted economic competition. The issues had first surfaced at national level. At the meeting of the National Associations at the 1978 Bristol Congress considerable concern was expressed about public discontent with some aspects of research and the consequent danger of legislative intervention. Although Scandinavia was probably the first region to raise such concerns, Germany rapidly became the country where such issues came to a head. Data Protection legislation, after emerging at national level, then became a major international issue as

the European Commission developed its own Directive on the subject.

At the 1979 Congress there was a special 1/2-day session on the subject of data privacy legislation, and Council started to give high priority to closer discussion with national associations about such developments. In 1980 it set up a new Committee on Data Protection to monitor what was happening in the different countries of Europe and at international level. In May 1982 the Committee published a report on the subject together with a checklist of points which national associations needed to watch for in any proposed national legislation. During the 1970s many countries had been slow to appreciate the dangers already threatening but by now these were much more obvious. A survey by the Committee of the situation in 13 European countries showed the extent to which legislation was already in place or under consideration.

Linked to these issues, increasing emphasis was now placed on the scientific basis of research work. This was already an important consideration in certain countries where special provisions were made for scientific research in data protection. In Denmark and Germany, for example, the Courts' acceptance of marketing research as a 'scientific' activity was a considerable advantage. In some countries it also helped to reduce the danger that academically-based research organisations might, because of the 'scientific aura' attached to them, secure advantages under the law when competing with commercial agencies. The revised Statutes of 1987 therefore incorporated in the Society's Objects a reference to marketing, social and opinion research as 'recognised forms of scientific endeavour'.

These problems arising from outside the field of research itself were to become one of the dominant themes of ESOMAR's future activities.

6. COMING UP TO THE HALF-CENTURY: 1988–1997

The most recent period of ESOMAR's history – not yet quite another decade – is more simply described. Most of it is already familiar to members of the Society. In any case, many of these years' events are continuations of activities started earlier or foreshadowed by previous discussions and plans.

Membership had again increased substantially, faster than in 1968–88 but still unevenly. In 1994, for example, the President had to report a small (but temporary) decline in membership in the European Community because of the effects of the European recession. The numbers of new members grew considerably after 1987 with the simplifying of application procedures. Total membership broke the 2,000 barrier in 1987; 2,500 during 1990; and 3,000 during 1995. By 1997 it had reached over 3,300. The longer-term picture thus remains very healthy and growth outside Europe continues to be strong. Of the 3,331 members listed in the 1997 Directory, 750 (22.5%) were based in other continents.

The geographical spread of the current membership is an index of how far ESOMAR has evolved into a fully worldwide organisation. By 1997 it had members in 88 different countries – almost half the number of countries belonging to the United Nations, and certainly all the important ones. Of its members outside Europe, almost a third are based in south, central and east Asia (including Japan); approximately another quarter in North America; just over one-fifth in Latin America; and smaller proportions (between 6–8% in each case) in Australasia, the Middle East and Africa.

The shifts in the European political scene since the mid-80s, and even more since the reunification of Germany in 1990 and the radical changes in the Soviet Union, have also led to renewed efforts to develop ESOMAR activities and membership in Central and Eastern Europe. This is in effect a revival of the original 1948 objective to build bridges between western and eastern Europe. Although this had been partially frustrated during the years before the 1990s the aim was never lost sight of. The Society had held a number of events, both Congresses and Seminars in Eastern Europe before 1990, and the East-West Special Group had continued to maintain contacts and interest in research and marketing activities with those countries. In 1991 it was decided that *'Council would focus its efforts on Eastern Europe ... as it was viewed as a future extension of ESOMAR's home base.'* Since then ESOMAR membership in these countries has grown steadily to well over 200, almost 9% of the European total. The wheel has come full circle.

These developments reflect the fact that the Society is now an important player in marketing throughout the world. Its International Codes set a worldwide standard for good practice in research. A growing number of its activities are directed to audiences outside as well as inside Europe. Inevitably this has from time to time raised the question of whether the Society's name is really the most appropriate one for its current role. As far back as the Oslo Congress of 1977, a suggestion was made that the name be altered to ISOMAR – i.e. the 'International Society' (there have been some alternative proposals but with less pronounceable acronyms – WWSOMAR does not really roll off the tongue). The suggestion has again been put forward during the 1990s, for example at the 1993 Congress.

There is a certain obvious logic and appeal in the proposal. Nevertheless the Society has so far continued to take the view that there are likely to be more disadvantages than advantages in such a change of name. Relating the Society to Europe gives it a clear geographical identity – a characteristic which the International Marketing Federation lacked – linked to one of the world's most important marketing regions. Europe has been a major source of innovation and development in marketing research over the last half-century and has led the growth in international survey work. The Society's experience strongly suggests that these considerations have been a very important factor in its appeal to researchers in other parts of the world. Certainly membership trends bear this out. There are other considerations also such as the potential advantages when dealing with European Union authorities. So far such arguments – and not merely sentiment – have outweighed those apparently favouring a change of name.

CONGRESSES AND SEMINARS

In 1989 the Congress was held in Stockholm. The following year was scheduled for Ljubljana in Yugoslavia but mounting uncertainties about the political situation in that country led to a change of venue to Monte Carlo (the same location as in 1980 and 1986). This experience encouraged Council to propose that Monte Carlo again be used in 1991 and 1992 since it was the one place which could guarantee to provide the appropriate range of facilities at the right time of year. It was also able to offer advantageous terms for such an arrangement, and as a result would reduce the workload on the Secretariat. However, the suggestion was almost unanimously opposed by those attending the 1990 AGM who made it very clear that they much preferred the traditional policy of moving to a different location each year. Council therefore reversed its decision and the 1991 Congress was held in Luxembourg.

Mounting pressure from members to reduce the length of Congress led to

the 1992 Congress in Madrid being cut to 31/2 days and the 1993 Congress in Copenhagen to 3 days, the pattern for all Congresses since. Congress attendance climbed to a record of some 950 delegates from 64 countries in Istanbul in 1996 – a record which may well be broken by the 50th Congress in 1997 in Edinburgh.

During this period simultaneous translation into Spanish was increasingly provided for Congresses and certain of the ESOMAR Seminars. This reflected both the increasing role being played numerically by Spanish-speakers and also increasing ESOMAR involvement with Latin America (by 1996 the membership in Hispanic/Latin American countries represented over 10% of the total ESOMAR membership). Following a request made at the 2nd Latin American Conference in Mexico in 1993, *'it was ... decided by Council that Spanish should be offered at major ESOMAR events in future and that major ESOMAR publications should also be produced in Spanish. However, Spanish should not become an official language at this point in time.'* Spanish thus became 'de facto' but not 'de jure' a fourth language of the Society.

Another Congress innovation from 1991 onwards was the holding of joint sessions with the American Marketing Association at four of the Congresses, on such topics as 'Customer Satisfaction' and 'Quality Management'.

The 1992 Madrid Congress saw the introduction of the annual Fernanda Monti Award for the best paper overall presented at the Congress, to mark Fernanda's pending retirement as Secretary General. This supplements other more specific awards which have been introduced over the last 20 years – for the best methodological paper of technical and innovative interest, for the best case history, and (more recently) for the best presentation. Appropriately enough, in Madrid the first winner of the Fernanda Monti Award was a Spanish paper.

The programme of other ESOMAR conferences and seminars has continued to expand internationally despite occasional crises (a planned November 1989 Conference in Beijing had to be postponed because of the local situation at the time, while the Gulf War led to the postponement of a conference in the Middle East in 1990). The regular Joint Conferences with the ARF and JMA were held in 1990 (Venice), 1992 (Tokyo), 1995 (New York) and 1997 (Lisbon). The number and diversity of such events around the world has escalated. During this period they included:

- Regional Conferences, jointly with the local associations, in São Paulo (1991), Hong Kong (1991), Dubai (1992), Bombay (1993), Mexico City (1993), Dubai (1994), Bombay (1995), Buenos Aires (1995), Dubai (1996), Hong Kong (1996), Rio de Janeiro (1997) and New Zealand (1997).
- Worldwide Advertising Research Symposia, jointly with the ARF, in

The Conference Get-Together on the Sunday evening became more exalted - the St. Jacob's Kerk in The Hague, The Netherlands, 1995



Toronto (1992), Paris (1994) and San Francisco (1996).

- other Conferences and Symposia in Athens, Geneva, Leipzig, Paris, Rome and Warsaw.
- 'Teach-ins' in Dnepropetrovsk, USSR (1989), Caracas (1990), Mexico City (1990), Dubai (1993), Hong Kong (1993), South Africa (1995) and Dubai (1996)

– all this in addition to the full programme of regular seminars and 'Teach-ins' held throughout Europe. In total around the world some 2,500 or more participants each year now attend conferences and seminars which ESOMAR organises alone or in cooperation with other bodies.

One other innovation during 1996 was the launch of a new set of Training Courses on the Techniques of Market Research, containing six modules, which are being extended internationally during 1997. These had been designed in the light of the 15 years' successful experience with the 'Teach-ins' which they would replace.

PUBLICATIONS

The two regular publications, Marketing and Research Today (MART) and NewsBrief, continued to appear throughout these years. Given the then existing arrangements under which the Society received little benefit from any non-member subscriptions or advertising income, the substantial losses on MART continued, rising to over SFr. 190,000 by 1994. At that point the decision was taken to bring the publication in house. This had the immediate effect of reducing the annual deficit on MART in 1995 by 80%. Although this was not a complete solution to the very long-running financial problems of the journal, the step thus went a long way to getting these under control.

NewsBrief continued to appear in 1991 and 1992, and was relaunched as a completely full colour format publication in 1993. Its brief was broadened to include publicising the research profession more generally and its frequency increased from six to eleven issues per year. Despite the much higher costs of the new version, the resulting substantial increase in advertising revenue turned what had previously been a sometimes quite large loss into a small profit by 1995.

A new booklet 'What is Market Research', designed to promote market research and for use as a training aid, was published in 1989. This has since been translated into several different languages. Other publications during this period have included further issues of the International Prices study; annual issues of the Research Industry study, the first of which appeared in 1989; several further titles in the series of Monographs; and of

course the annual ESOMAR Directory, constantly growing in size to the point where it started to appear in the form of three separate volumes. In addition to all this the Society continued to publish a steady flow of volumes containing the Proceedings of its Congresses and Seminars.

The growing scale and complexity of these publishing activities, and the rapid changes in technology, led the Society to appoint a new Publications Officer in 1995. One major innovation which followed was the development of an electronic publications database which is intended over time to include most of the publications referred to above and other material on marketing and opinion research. The Directory has also been put onto CD-ROM and the ESOMAR Website on the Internet. Members and others will increasingly in the future be able to access ESOMAR material and communicate with the Society on-line. By the end of the 1990s ESOMAR's publishing activities will thus have been largely transformed.

They are now a large and in general very successful part of ESOMAR's operations.

CODES AND GUIDELINES

The 1977 ICC/ESOMAR International Code had been amended in 1986. By the 1990s there was a growing feeling that a briefer form of Code would be more appropriate in order to concentrate attention on the key *principles* which should govern professional conduct, as distinct from the issues which arise in putting these principles into practice. A new Code along these lines was therefore prepared and approved by both the ESOMAR and ICC memberships in 1995. The issues of *practical application* were now taken out of the main Code itself and incorporated into accompanying Notes. This step had the additional advantage of increased flexibility, since amendments to the Notes do not have to go through the time-consuming procedure of a referendum.

During this period the Committee for Professional Standards published further Guideline documents setting out recommended practice in certain specific fields of research – research among children, mystery shopping, and tape recording of interviews and group discussions. Such Guidelines are designed not only to encourage 'good practice' but also to demonstrate that self-regulation can be more effective than regulation imposed from outside.

The Public Opinion Polls Code was also revised, in 1994. The new version was extended to include a section setting out the democratic case for allowing full freedom to carry out and publish responsible and objective public opinion surveys. And in the same year, after some 20 years of collaboration between ESOMAR and EphMRA, the two Societies published

a first joint Guideline on Pharmaceutical Marketing Research, setting out the additional ethical requirements which apply to this field of research.

MANAGEMENT OF THE SOCIETY

There has been less need for amendments to the Society's Constitution since 1988 (although in 1996 the permitted number of Honorary Members was increased from 5 to 15). However, in 1989 Council decided that it would be sensible to review the structure and organisation of the Secretariat. The latter's resources were becoming increasingly stretched by all the developments described above; and the position was complicated by the fact that its long-serving Secretary General was due to leave in 1992. It was important to ensure that any necessary changes to cope with the new situation in the 1990s were put in place as early as possible.

Three management consultancy firms were therefore briefed to present proposals for such a study. In May 1989 the Council selected KPMG (an organisation associated with the Society's new auditors). Over the next four months the firm interviewed many senior ESOMAR members and all the Secretariat staff, and KPMG's Report was discussed by Council in the November. The main outcomes of the Report's very detailed (and bulky) conclusions were, firstly, to clarify the future structure of the Secretariat which over the years had inevitably evolved on a step-by-step basis. The size and accumulated experience of the Secretariat's staff meant that it could now plan for rather more delegation of responsibilities. Alongside this a new and comprehensive set of job specifications should be introduced. The Report also recommended the creation of the new post of 'Representation Support Officer' with responsibilities (in association with the Director, Operational Manager and Council) for a range of tasks connected with the outward-looking activities of ESOMAR and liaison with National Representatives, national associations and international bodies. This recommendation clearly reflected the continuing increase in the number and importance of such activities.

These and other changes were implemented over the following years, although in the main the resulting alterations to the structure of the Secretariat were limited.* Somewhat ironically in view of the consultants' connections, one of the recommendations not implemented was the setting-up of a bookkeeping function.

In 1992 Council launched 'Strategy 2000'. This updated previous marketing plans in the light of the rapid globalisation of marketing and

*Increasing pressures on space were eventually reflected in the need to rent additional room in an office close to the Viottastraat headquarters. The publications section was moved there in 1996.

research activities. As part of this process, ESOMAR would seek to find further ways of improving its services to members outside Europe, on top of its existing conferences, seminars and publications.

However, by far the most significant change in the management of ESOMAR during this fifth decade was certainly the retirement in December 1992 of its first Secretary General and Director. As the previous chapters demonstrate, Fernanda Monti had been centrally involved with all the varied developments in ESOMAR and its activities since the mid-1960s and had been very largely responsible for the success of the Society over these years. As the President wrote in the 1992 Annual Report: *'The financial reserves, the organisation, and the goodwill that ESOMAR has on a world-wide scale are for a very large part due to her determination, business attitude, creativity and personality.'*

At the AGM in Madrid that year Fernanda was awarded the Society's Gold Medal and she was also made an Honorary Member of ESOMAR.

Fernanda's successor was Bryan Bates. For most of his previous business career Bryan had been a director of research companies in the UK, as well as being a former Chairman of the Market Research Society. He had already been involved with ESOMAR over many years, having served on Council and becoming the Society's President in 1986-88. The title of the post he now took over was altered to Director General to reflect the fact that it was increasingly involved in representing the Society in Brussels and more widely internationally, in addition to the continuing responsibility for running the Secretariat.

Bryan's Presidency and subsequent move to Amsterdam led to many of the 1990s initiatives in connection with the management of the Society, including the KPMG Consultancy Study and the subsequent changes in the Secretariat's methods of operating. He was also responsible for preparing the strategic planning papers which culminated in 'Strategy 2000'. During his period of office he initiated the relaunch of the Society's publications and the CD-ROM and Website introductions, referred to above, and also the new Training Courses. But probably the most striking developments of his time were those relating to ESOMAR's external relations, notably the creation of EFAMRO and the Foundation for Information (described below), in both of which he played a key role in the initial thinking and then the realisation of the original concept.

Bryan in turn retired after four years at the end of 1996. He was succeeded by Juergen Schwoerer, who for more than 20 years previously had held posts in research, advertising and marketing with a number of well-known international companies as well as in management consultancy. An ESOMAR member since 1974, he had already served on several of the Society's committees and working parties and received an ESOMAR award

for the best methodological contribution at a seminar in 1986. This wide-ranging business experience would provide a valuable background for handling the Society's broadening range of current activities and future initiatives.

Throughout this period the Society's finances continued to show a strong surplus each year. The accumulated fund increased from S.Fr. 3.1 million for end 1988 to 6.7 million for end 1996 despite expenditure on new activities, such as more active representation in Brussels and the electronic database. While annual subscriptions had been regularly increased until 1994, this meant that they could be frozen for the following years. The strength of ESOMAR's balance sheet meant that it was also able to make a substantial grant of S.Fr. 500,000 to launch the new Foundation for Information referred to below.

ESOMAR'S EXTERNAL RELATIONS AND NEW DEVELOPMENTS IN EUROPE

The growing impact of national and international legislation became even more apparent – and potentially serious – with the 1990s. The earlier emphasis on data protection issues strengthened. Raising still more problems for research this also broadened out into legislative concerns with issues of individual rights to privacy and the growing commercial intrusions on these.

Marketing research depends for the success of its work upon the public's goodwill and willingness to cooperate. Through its voluntary codes and other steps, it has always striven to avoid activities which might unnecessarily annoy or upset respondents, and to keep to a minimum any possible inconvenience which survey work could cause the public. This fact is not always sufficiently understood by politicians and legislators.

The development which has created the most problems for research has been the explosion in direct marketing activities of all kinds, especially telemarketing, and the associated growth of database-building. Most such operations are legitimate commercial activities and are subject to their own codes of good practice. In certain forms or on certain occasions, however, they may be abused in ways which annoy or upset the public. Because of a failure on the part of legislators to distinguish clearly between different types of activity, legislative efforts to curb such abuses are liable, even if unintentionally, also to impede the carrying out of legitimate marketing research.

After the mid-80s ESOMAR stepped up its efforts to head off the dangers of over-restrictive legislation. The main problems arose out of certain provisions in Directives prepared by the European Commission in Brussels. The first major area of concern related to the Directive on Data Protection.

At local level the research profession had hitherto managed to achieve a *modus vivendi* with national data protection legislation. However, the draft EC Directive (which ultimately would set the pattern for revised laws at national level) appeared at various stages of its development to contain elements seriously damaging to research activities. Members of the ESOMAR Secretariat and of Council visited Brussels on a number of occasions in order to discuss the drafts with authorities there. In 1991 the ESOMAR Committee on Data Privacy and Legal Affairs also issued a Position Paper, prepared by its consultant lawyer Dr Schweizer, on the proposed Directive. This was circulated to a number of the EC Directorates, Committees of the European Parliament and to the national associations. Ultimately all these efforts paid off. The wording of the Directive as it was finally adopted in October 1995 was amended in ways which avoided some of the worst threats to research. For example, the requirement that the processing of 'sensitive' data should require written consent from respondents, was dropped.

These and other experiences of dealing with the European Commission made it clear that marketing researchers in Europe needed to adopt a more professional and coordinated approach in dealing with legislative issues. At an operational level, contact with some of the EC departments was good. For example, the latter were supplied with useful research information of various kinds, while in 1991 it was agreed that in its future surveys the EC Eurobarometer would adopt the standard approach to demographic classifications developed by ESOMAR. The research industry needed now to find ways of bringing more influence to bear, as early as possible, on the processes of drafting international legislation.

Following an Amsterdam Conference for 30 national associations and three European associations hosted by ESOMAR in 1989, it had been agreed that ESOMAR could usefully represent most of the European national associations in defending research interests, in Brussels. With the 1990s it became clear that further initiatives were called for. In particular, research agency interests, as well as those of individual researchers needed to be represented. In 1991 the first steps were therefore taken towards setting up a European Federation of Associations of Market Research Organisations (EFAMRO). This was formally established in April 1992, its object being *'to look after the common interests of its members with regard to their mutual contacts, as well as to their external relations with national and international authorities; and national and supranational organisations, such as those of employees and employers; and everything connected with these matters in the widest sense'*.

EFAMRO, as an association of trade associations, thus forms a complementary body to ESOMAR, primarily an association of individual

researchers. This has added weight to dealings with the European Community generally. It is obviously essential for there to be very close cooperation between the two bodies. This was safeguarded by an arrangement that the ESOMAR Secretariat would provide EFAMRO with secretarial facilities. The formation of EFAMRO also had the incidental effect of reducing any need for the introduction of corporate membership within ESOMAR.

Another later draft Directive (the ISDN Directive) could have had a devastating longer-term effect on the conduct of telephone research. This required Member States to provide a facility for telephone subscribers to register if they did not wish to receive unsolicited telephone calls for 'promotional or advertising/research purposes'. ESOMAR again took up the issue with Brussels, arguing that research should not be associated in this way with promotional and advertising activities. This time the services of an experienced lobbying firm, Belmont European Community Office, were retained to help the campaign. Another ESOMAR Position Paper was prepared, this time formally endorsed by EFAMRO and 29 National Associations representing all EU countries. These efforts were finally successful in having the word 'research' removed from the problem clause.

These have not been the only draft Directives to pose possible difficulties for research. Another, on the employment of intermittent and part-time workers, would directly affect the interests of EFAMRO members especially. By 1997 ESOMAR therefore decided to arrange for the help of a professional lobbying and public relations consultancy on a more continuous basis.

As for the other field of legislative problems – that of restrictions on public opinion polling – ESOMAR commissioned an expert legal opinion on the issues involved. This strongly took the view that any conviction of a research agency under such legislation was unlikely to be upheld by an international court. Council therefore agreed that funds should be earmarked to fight such a case, but frustratingly nothing more can be done until an agency has been charged and convicted under national legislation in a national court. By mid-1997 no such case had yet been brought.

All these developments which threaten the freedom of researchers to carry out survey work (and indeed to hamper any legitimate and ethically-conducted collection and publication of information) led in 1996 to a new and ambitious ESOMAR initiative. This was the setting up of an independent organisation, The Foundation for Information, with substantial financial backing from ESOMAR funds. The Foundation's purpose was defined as: *'to promote the diffusion and proper use of information and to champion the right to collect, process and make use of data obtained in accordance with professionally accepted standards'*. The Foundation's field of interest is

thus very much broader than survey research. It is concerned with freedom of information issues on a worldwide basis. But safeguarding the freedom to collect and use data employing the techniques of marketing and social research is one of its primary aims.

Since this activity is what ESOMAR was founded to promote and develop almost half a century ago, the establishment of the Foundation is an appropriate note on which to round off this history. The Society's Founder Members could hardly have anticipated ESOMAR's situation 49 years later but they would recognise that its objectives remain unchanged.

7. CONCLUSION

The ESOMAR Study on the Market Research industry estimates 1995 world research turnover at Ecus 7.9 billion (at the exchange rates used in the Study this represents S.Frs. 12.1 billion, US \$ 10.2 billion or £ Sterling 6.5 billion). Grossing this figure up by a rather conservative estimate (given that companies generally spend less than one per cent of sales on marketing research) shows research to have an impact on 1 Trillion \$ business (approximately the GNP of the UK or Italy). Of this total, Europe accounts for the largest share – in round figures 45%, followed by the USA at about 35%. Japan at about 10% and other countries at also about 10%. Of the world's 10 largest research companies at that time, 6 were owned in Europe, 3 in the USA and 1 in Japan.

These bald (and admittedly approximate) statistics emphasise the leading role played in the world by the European research industry. Innovation in research – in the form of new ideas, new techniques and new services - obviously can and does come from anywhere in the world. Moreover, some of the fastest expansion in research has in recent times taken place outside the traditional established research markets. Nevertheless Europe has proved the major player in the world league. This is especially the case with the development of international research over the past half-century.

The Founders of ESOMAR could hardly have anticipated how the world of market research would look towards the end of the 1990s. The political, social and business contexts of the late 1940s appear now to belong to a different century. ESOMAR itself has grown and changed enormously.

As the preceding pages show, change has not always happened smoothly; but despite all the discontinuities and crises in world political and economic development, on the long view ESOMAR's progress has been remarkably consistent.

Starting with 29 members from 8 countries in September 1948, it now has over 3,300 in almost 90 different countries. Before the 1950s there were none from outside Europe (and only 3 in 1958), now there are over 750. Some 46 different countries have their own ESOMAR National Representative. And the annual ESOMAR Directory contains the details of over 1,200 research agencies around the world, each of whom employs at least one ESOMAR member and each of whom has committed itself in writing to conform to the requirements of ESOMAR's International Code of Practice.

From the impecunious days of the 1950s described by Adri Bakker, ESOMAR has become a wealthy organisation owning its own premises and with a substantial accumulated fund. After years of depending for its

administration upon (quite literally) the good offices of the current President, it nowadays has a large and professional Central Secretariat which runs a very extensive programme of conferences, seminars and other events throughout Europe and in other parts of the world. It publishes a regular Journal and monthly NewsBrief as well as a growing series of books and guidelines. Its educational activities have extended into a range of training courses available outside as well as inside Europe. It regularly represents and promotes the profession's interests to the EC and other governmental bodies. And in achieving all this, it has built up a network of contacts with the national research societies, and other national and international organisations, throughout Europe and the rest of the world, working with these on many issues of mutual interest.

What has changed relatively little is the set of Society's objectives. Those laid down in the original statutes still very largely hold – the main alteration having been to shift the emphasis from a concern primarily with research within Europe to that of research worldwide. And the Founders' emphasis on the key importance of having a sound professional Code of Practice has remained at the core of ESOMAR's development, becoming if anything even more essential today than it was at the outset.

The fact that the Society has shown itself able so successfully to grow with, and adapt to, changing circumstances over the last half-century reflects the sound foundations laid down by its first members. The work over the years of ESOMAR's Officers and Councils, Committees and National Representatives, and of a great number of its individual members, has built on those foundations in the ways described in this book. But probably the most important element in the success achieved has been the work of the Secretariat under Fernanda Monti (and subsequently her successors). There can be few societies of the scale and complexity of ESOMAR which owe so much to the skills and energies of a particular person over more than half its total existence.

The Secretariat today consists of a team of over 20 staff members, several of whom have been with ESOMAR for 15, 20 or even 25 years* Their accumulated skills and experience and outstanding commitment to ESOMAR have made a major contribution to the Society's success in coping with its rapid growth over recent years. The use of new information and communication technology has speeded up key strategic projects and improved the service to the worldwide membership. And this has been achieved without losing the family spirit which was built up in the early days of the Secretariat's existence.

* (In alphabetical order): Anna Alù, Maureen Andersen, Joce Berg, Sally Kerkhoff, Kathy Joe, Ernst Pattynama.

The future challenges for ESOMAR in the 21st century are already partly visible. The nature of the market research industry must change in various ways, and with it the role of the Society. Quite apart from the continuing globalisation of research operations, the profession has to adapt to the explosion in information technology and the changes this will bring; to the growth of database marketing and its implications for information collection and management; and to the effects of increasing legislative intervention in the ways in which business operates internationally.

The pattern of ESOMAR activity over the next decades will alter. But its history so far suggests that the Society will continue to cope as successfully with these and other changes as it has done since it was founded.

PRESIDENTS SINCE 1948

- 1948-50 Prof. Pierpaolo LUZZATTO FEGIZ (*Italy*)
1950-52 Chr. Ditlev REVENTLOW (*Denmark*)
1952-54 Dr. Henry DURANT (*United Kingdom*)
1954-56 Pierre DEVRIENT (*Switzerland*)
1956-58 Leif HOLBÆK-HANSEN (*Norway*)
1958-60 A. Graeme CRANCH (*United Kingdom*)
1960-62 Dr. Jan van REES (*The Netherlands*)
1962-64 Yves FOURNIS (*France*)
1964-66 Michael St. G. Lyster (*United Kingdom*)
1966-68 Peter SCHMITT (*F.R. of Germany*)
1968-70 Paul H. BERENT (*United Kingdom*)
1970-72 Jean BIGANT (*France*)
1972-74 Erik KRISTOFFERSEN (*Denmark*)
1974-76 Gabriele MORELLO (*Italy*)
1976-78 Coen C. J. de KONING (*The Netherlands*)
1978-80 Harald RUPPE (*F.R. of Germany*)
1980-82 Jean QUATRESOOZ (*Belgium*)
1982-84 Ivor SHALOFKY (*Switzerland*)
1984-86 Peter van WESTENDORP (*The Netherlands*)
1986-88 Bryan A. BATES (*United Kingdom*)
1988-90 Jean-Louis LABORIE (*France*)
1990-92 Emile van WESTERHOVEN (*The Netherlands*)
1992-94 Mary GOODYEAR (*United Kingdom*)
1994-96 Helmut JUNG (*Germany*)
1996- Mario van HAMERSVELD (*The Netherlands*)

ESOMAR ANNUAL CONGRESSES

- 1948 AMSTERDAM, *The Netherlands*
- 1949 PARIS, *France*
- 1950 RAPALLO, *Italy*
- 1951 TUNBRIDGE WELLS, *United Kingdom*
- 1952 ELSINORE, *Denmark*
- 1953 LAUSANNE, *Switzerland*
- 1954 OSTENDE, *Belgium*
- 1955 KONSTANZ, *F.R. of Germany*
- 1956 BIARRITZ, *France*
- 1957 GOTHENBURG, *Sweden*
- 1958 CORTINA D'AMPEZZO, *Italy*
- 1959 BRIGHTON, *United Kingdom*
- 1960 SCHEVENINGEN, *The Netherlands*
- 1961 BADEN-BADEN, *F.R. of Germany*
- 1962 EVIAN, *France*
- 1963 LUCERNE, *Switzerland*
- 1964 SAN REMO, *Italy*
- 1965 DUBLIN, *Ireland*
- 1966 COPENHAGEN, *Denmark*
- 1967 VIENNA, *Austria*
- 1968 OPATIJA, *Yugoslavia*
- 1969 AMSTERDAM, *The Netherlands*
- 1970 BARCELONA, *Spain*
- 1971 HELSINKI, *Finland*
- 1972 CANNES, *France*
- 1973 BUDAPEST, *Hungary*
- 1974 HAMBURG, *F.R. of Germany*
- 1975 MONTREUX, *Switzerland*
- 1976 VENICE, *Italy*
- 1977 OSLO, *Norway*
- 1978 BRISTOL, *United Kingdom*
- 1979 BRUSSELS, *Belgium*
- 1980 MONTE-CARLO, *Principality of Monaco*
- 1981 AMSTERDAM, *The Netherlands*
- 1982 VIENNA, *Austria*
- 1983 BARCELONA, *Spain*
- 1984 ROME, *Italy*
- 1985 WIESBADEN, *F.R. of Germany*
- 1986 MONTE CARLO, *Principality of Monaco*

- 1987 MONTREUX, *Switzerland*
- 1988 LISBON, *Portugal*
- 1989 STOCKHOLM, *Sweden*
- 1990 MONTE CARLO, *Principality of Monaco*
- 1991 LUXEMBOURG, *Grand Duchy of Luxembourg*
- 1992 MADRID, *Spain*
- 1993 COPENHAGEN, *Denmark*
- 1994 DAVOS, *Switzerland*
- 1995 THE HAGUE, *The Netherlands*
- 1996 ISTANBUL, *Turkey*
- 1997 EDINBURGH, *Scotland*