

providing for security and having good morale.

These two cases suggest that part of one's enquiry should be to look at attitudes to an entire industry. Before designing for this coal merchant, ask what people think about coal and any coal merchant. The process which determines goals to aim at may be based on research of various kinds, but it must neglect neither executive judgement nor creative thought.

It is evident that the qualities being conveyed must exist. Cracks in the wall cannot be papered. Worthwhile firms will want to repair such cracks and if designers spot flaws they can be, and usually are, remedied. The problem is to judge which qualities will be most appropriate and helpful to the firm in years to come - in competitive and social conditions which do not yet exist.

This is a very important qualification. One is always thinking of the future if only because it takes time for identity programmes to work. Industry is recognizing the need to come closer to its markets, and to defining the problems of those markets. It is clear that the more one tries to solve such problems, the less one can specialize. Thus, many firms with clear, though narrow, definitions will find themselves needing to broaden, to take in wider services or more comprehensive 'systems' for customer satisfaction. From this one must say that to see the company as it stands today is to be provided with a guide to the future but maybe little more.

*(Excerpt from: James Pilditch; Communication by Design. McGraw-Hill. 1970 p.18-21.)*