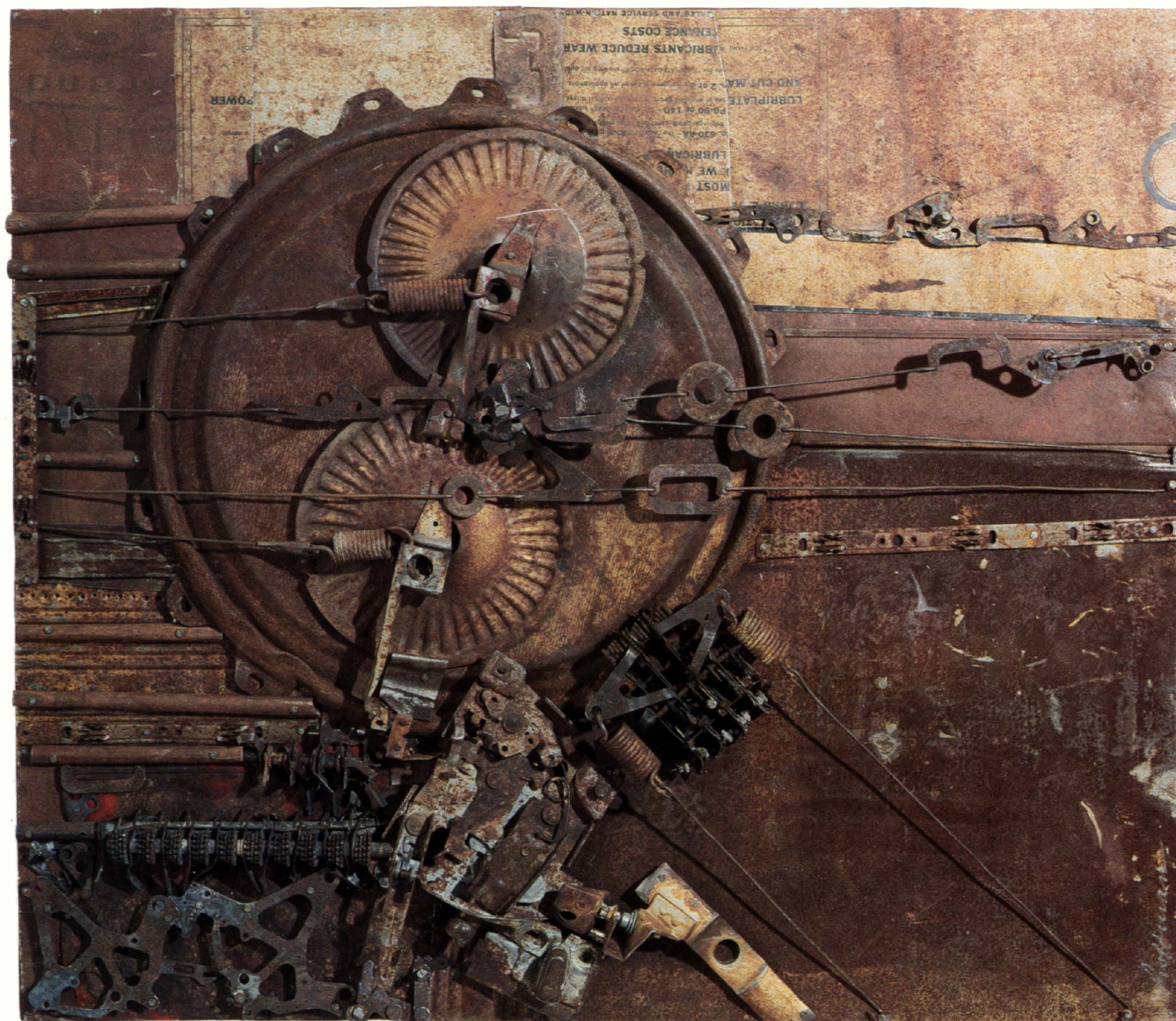


COMMUNICATION ARTS

JANUARY/FEBRUARY 1988 • \$5



COMMUNICATION ARTS

VOLUME 29, NUMBER 8, JANUARY/FEBRUARY 1988

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Pacific Bell
SMART Yellow Pages
 including White Pages


At last, a directory that's more useful & easier to use...

with **bold headings** & subject searches to help find things

faster like health care,  travel planning, home

maintenance,  & everything for your car 

plus maps  for discovering the best attractions

in your area for family & friends.  All this,

along with all the information you've come to expect...

October 1987

It's **SMARTER** to do it by the book!

South Bay



Area Code 213

Carson, Gardena, Harbor City, Hermosa Beach,
 Long Beach, Manhattan Beach, Palms Verdes, Redondo Beach,
 Rolling Hills, San Pedro, Torrance, Wilmington
 Please see map on back cover for area served.

UNDERSTANDING THE scope and size of the project makes one wonder that it was ever started, much less implemented in little more than a year. Pacific Bell Directory, a subsidiary of Pacific Bell, the largest operating company of the Pacific Telesis Group, is the oldest and largest publisher of Yellow Pages in California and the third largest Yellow Pages publisher in the United States. That translates to 96 directories throughout California and Nevada, totaling 29 million copies or 31 billion pages a year. The income from the display advertising in all those pages has been a wonderful profit generator for Pacific Bell and greatly explains the approximately 400 other local directories throughout the state competing for a steadily declining market share. Enter John Gaulding. Gaulding became president and CEO of Pacific Bell Directory in January, 1986. He understood very quickly the need to improve a product that hadn't seen

any major changes since 1890.

Enter Richard Saul Wurman, outspoken "Architect of Information" and co-owner, with Frank Stanton, of Access Press, the creator of critically acclaimed guidebooks on cities and subjects.

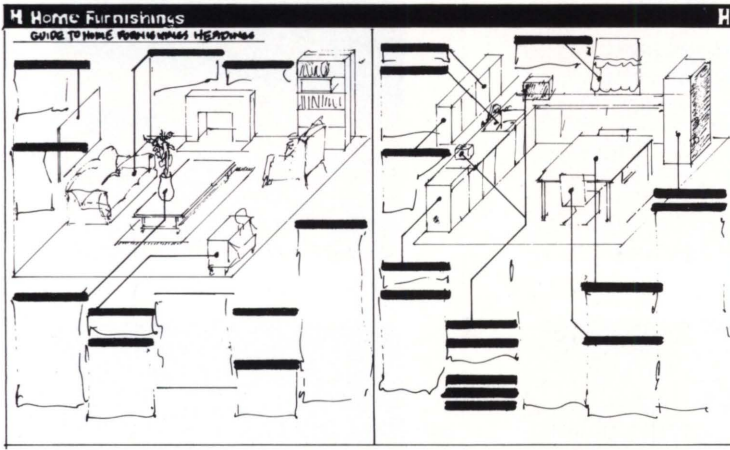
In June of 1986, after a mutual friend suggested they talk, Gaulding made an impromptu visit to Wurman's office. Wurman admits, "I was really on and when I'm on I talk a lot. I had just thought of a lot of things about some work I was doing, about a book I was thinking about and for two hours I just tinned his ear." The impression Wurman made must have been a good one because Gaulding was back the next week with some officers from Pacific Bell Directory and an invitation to come to San Francisco to look at their products and operation.

"At the end of the trip to San Francisco, John asked me if I would look into their books to see if they could perform better. I said no. I really didn't want

to work for hire. He asked me to think about it for a few days. I went back, and in a few days I discovered so many things that were so exciting, I called him back and said 'let's see what I can produce by the end of the year.'"

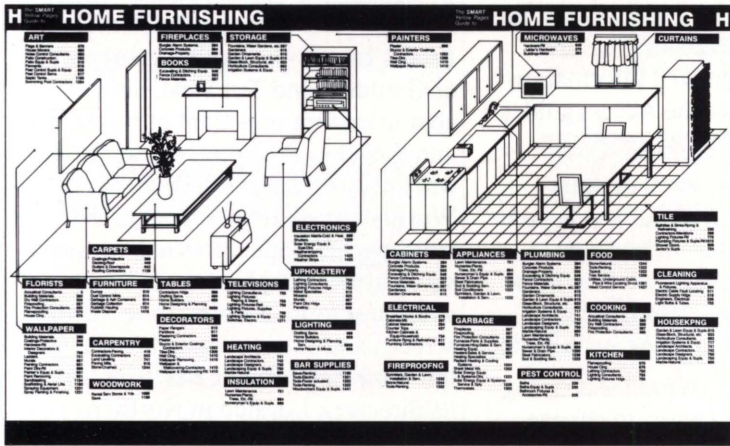
After 26 years in the business of information, Wurman found himself with his first publishing client and a project that wasn't an Access Press project but one where he would be an independent consultant. Working with Michael Everitt, a six year Access Press veteran, they started thinking through some ideas.

What they came up with were two sections that would collectively become known as the Smart Yellow Pages. The first called Community Access Pages, a collection not unlike the Access guides, which contain information about community services, events, recreational activities and attractions specific to the geographical area served by each book. The same section contained easy to read reference maps,



Left: Photos on the cover of the directory are by Reven T. C. Wurman.

This page: A developmental sketch, a comprehensive and the final printed spread for the Home Interior & Decorating Subject Search spread.



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Architect, cartographer, graphic designer, publisher and writer, Richard Saul Wurman's name has been synonymous with the artful and orderly arrangement of information since 1976 when he chaired a national conference for the AIA titled "Architecture of Information." Wurman founded Access Press, with the introduction of *LA Access* in 1981 and it has since become a best-selling guidebook in Los Angeles. After Frank Stanton, former president of CBS, became half-owner in 1982, Access Press produced numerous guidebooks for cities including New York, Washington, D.C., San Francisco, London, Paris, Tokyo and Rome, and on subjects including the 1984 Olympics, Football, Baseball and Medical Access. Current Access Press projects include *MOMA Access*, the official guide to the Museum of Modern Art in New York; *Polaroid Access*, a 50-year history of the Polaroid Corporation; *Wall Street Journal Access*, understanding the financial pages and *Fortune 1000 Access*, the corporate identity programs of the 1000 largest corporations in the United States. The latter two books are being produced jointly with Siegal & Gale.

In addition to Access Press projects, Wurman is jointly publishing with Rizzoli, *What Will Be Has Always Been*, *The Writings and Speeches of Louis Kahn*. Richard is also writing a book titled *Information Anxiety: The Disease of the Eighties and Beyond*, to be published by Doubleday. "The premise of the book is that there hasn't been an information explosion, but an explosion of non-information," Wurman said. "You can't understand it all even if you try. To make things understandable isn't that hard and to recognize that it's not understandable is pretty easy. This book is a guide to the understanding business."

an integral part of Access Guide's success. Maps, guides and event calendars were not new to phone books. Several of Pacific Bell Directory's competitors had some of these features but lacked the organized information approach that make the Access guides so easy to use.

The second section was a unique contribution known as Subject Search Pages, in which relevant business headings are grouped into categories such as automotive, entertainment, home interior and exterior, health, etc.

Wurman explains: "What I was trying to do was figure out a way to change Pacific Bell Directory from a storage company to a content company and to make the book a pro-active dictionary to everything that's around us.

I went through all the headings and divided them up into a dozen areas of interest. The big discovery, which I kind of knew all along, was when grouping the several hundred items that had to do with my automobile, less than 10 percent started with A-U-T-O. I realized up to then there was no real way of looking at all the headings that had to do with my car. They didn't start with C-A-R either. By grouping them all together I was giving someone better access to the same information in the book. I also realized a reader would want to find out where a place was located, so we developed a mapping system that someone didn't have to learn to use. The map is sectioned into squares and each square has a number and that locator number can be on a display ad."

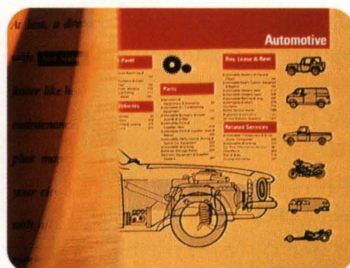
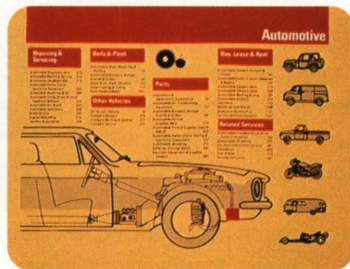
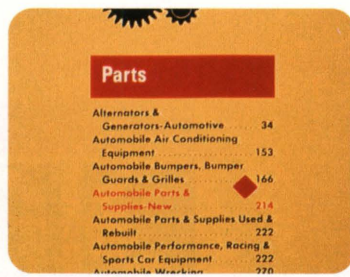
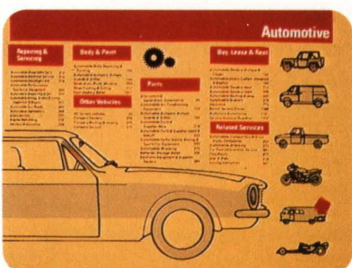
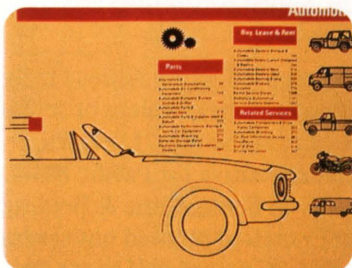
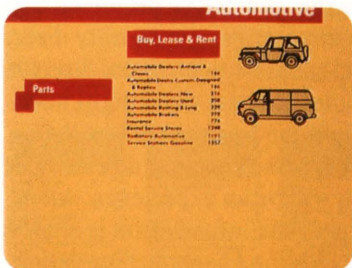
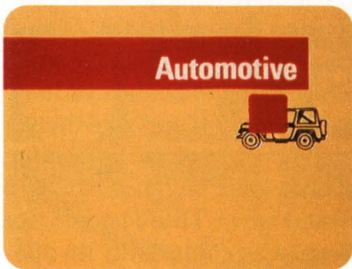
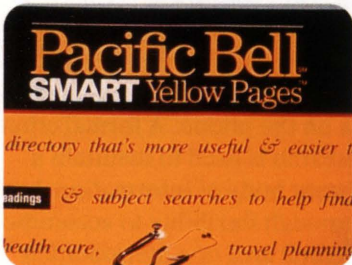
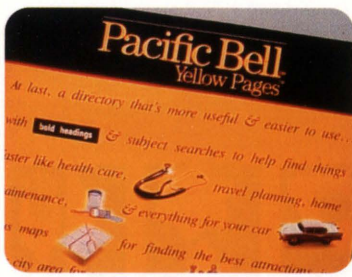
In addition, they added bleed bars at the top of each display section page containing large page numbers and added bold reverse headings to facili-

tate the search process as well as to contrast from the display ads.

By September they had put together a slide presentation for the board of Pacific Telesis and, with the support of Gauling and Ted West, newly appointed vice president of marketing and business development, approval was swift. By the end of November, Wurman made refinements to the concept and produced an experimental signature of sample spreads along with a test form of various line weights, screens and shapes created to run on the same press Pacific Bell uses for its directory. Located in Northern California, the independent printing firm uses about six boxcars of paper a day on two 77-inch webs running around the clock.

By January 1987 a prototype book was printed and in February Wurman started a new company in the same building where Pacific Bell Directory houses its executive offices. Known as TUB: The Understanding Business, the 45-person operation consists of four departments: cartography, design, production and research. Their first project: a three-year contract to design, research, write and produce the roughly 70-plus "Smart" pages in the front of 96 directories. The first eight directories for the Los Angeles area had to be completed in three months.

Mark Johnson, an architect who worked on the '84 Olympics project at the Jerde Partnership and was a teaching assistant at the architectural school at Cal Poly, Pomona, while Wurman was dean, is office director at TUB. "The L.A. market is full of competition and the decision to introduce it there was quite risky. Besides producing the big book, for the first



Four 30-second spots were created to promote the Smart Yellow Pages. Each highlighted a subject search page or spread using a popular song for the soundtrack. "Our House" highlighted House Remodeling & Garden; "You Better Shop Around" highlighted the Shopping Areas map; "Let the Good Times Roll" highlighted the Entertainment page.

(Open on cover of phone book)
Music: "Little Deuce Coupe" Up and under.
(Zoom in on directory title and the word "SMART" appears)

Anncr. (VO): Something smart has happened to the new Pacific Bell Yellow Pages.
(Cover opens revealing a blank yellow page. A red square begins to draw the index listings and illustrations)

Singer (VO): Well I'm not bragging babe so don't put me down. But I've got the fastest little wheels in town. She's got a competition clutch with a four on the floor.
(Cut to close-up of one of the categories. The red square highlights a listing in red. Cut to a page in the display section where the red square draws a red border around an ad)

Anncr. (VO): Now everything for your car is parked on our new one page index that helps speed you to the listing you need.
(Cut back to Subject Search page where red square continues drawing illustrations)

Singers (VO): She's my little deuce coupe, you don't know what I got.

(Cover closes as red square zips out of book and lands on cover. The square then transforms into the corporate symbol)
Anncr. (VO): The brand new Pacific Bell Smart Yellow Pages. It's smarter to do it by the book.
Music: Fades.

David Hunter, art director; Geoff Thompson, writer; David Hunter, Geoff Thompson, creative directors; Mike Koelker, executive creative director; John Adams, producer; Trip Gruver, director; Landvoigt-Bayne Productions, production company; Foote, Cone & Belding (San Francisco), agency.

Richard Saul Wurman explains *The Understanding Business*: "TUB is formulated on the basis that there are only three businesses involved in communication today. The first company is the transmission business, all companies that start with tele: television, telephone, telex, etc. The second is the storage business. There the technology is exploding because of the compression of storage: laser, compact disk, ROM, CD ROM, CDI and all kinds of floppy and hard disks. The third business is the understanding business and nobody's in it. Your readers might not want to hear this but the best writers serve two gods. They serve the god of style and the god of accuracy but not the god of understanding. Graphic designers, graphic design magazines, AIGA, contests, peer groups and all the universities serve one god and that's the god of looking good. They don't serve the god of understanding. They don't have courses in meaning. In fact, in the few schools where I've seen courses in graphs and charts and maps, the judgement of those problems is in how good they look and not how they function."

time we broke it up into six smaller community books. It was a big experiment. We hate to say the word experiment, we try to use words like 'evolving product', but this was really a giant experiment. The first printing was 13 million books and no one knew how the public would respond to it or if it was going to be worth the money.

"In 1988 and 1989 we'll be producing 96 books or about eight books a month. On a pure logistical level, this is an incredible amount of information to produce on a monthly basis complicated by trying to maintain a consistent sensibility about design over all the books."

To understand the schedule, TUB, along with Rick Hamer of Pacific Bell Directory, has created a ten foot long wall flow chart resembling a large spaghetti dinner, on which is listed the deadlines for each directory. Michael Everitt, who has moved to San Francisco to work on the project, points out, "They stagger the press dates in a yearly cycle and like a steam roller, the production schedule keeps on churning."

To keep up, TUB has incorporated Macintosh computers to speed up the generating of ideas and artwork. "Right now, it's almost all the illustration you see in the book," Johnson said. "Ironically the maps, which are the most time consuming, aren't automated. Most computer programs come with their own signature. You buy the software and you buy the personality and style of the software. What we said was, 'This is the map we have and the software has to serve that design.' We're developing a program that will do just that."

All the research for the community

access pages is currently handled in-house on the phone. A formal criteria for research is used to maintain a consistent body of information, but with enough flexibility to accommodate a rural area or a metropolitan area. "Right now we use senior citizens in our research department to verify information," Johnson said. "They're very patient, and they like the work. We're beginning to contact various community groups and give them a job to find out about the most interesting places and facilities that no one else would know. Those people would lend a sense of community no one can get on the phone.

"So far this year we've produced these main directories, community directories, business to business directories, a business buyers guide right now and next the Spanish Yellow Pages (*Las Paginas Amarillas de Pacific Bell*), which will be an experience. All in Spanish. The information is all developed with the Hispanic population in mind, where they shop or go to the movies, which performing arts centers they use, etc."

With most production issues resolved, there was still the problem of selling the public on the idea. Liz Levy, account executive for Pacific Bell Directory at Foote, Cone & Belding in San Francisco pointed out several obstacles. "Up until 1985 there was hardly any consumer advertising. Pacific Bell Directory's strategy was to go after advertisers. Since 1985, they have taken a more long term view that consumers drive the market. The

Right page: Subject Search spreads for Food/Travel and House Remodeling & Garden.

El Pueblo de Los Angeles State Historic Park

El Pueblo de Los Angeles State Historic Park

How to get there:
 By car: From Montebello, take Interstate 5 and follow the signs for Civic Center, Union Station and Olvera Street.

By public transit: Take RTD bus #68 at Montebello Town Center and exit at Alameda and Macy Streets across from the Park.

For more information:
 El Pueblo Park Association
 213.980.2025

El Pueblo de Los Angeles State Historic Park
 213.928.1274

Free guided tours Tuesday through Saturday. Reservations required for groups.

Guided bus tours of the central city are given. Call for free tour information.

Visitors Center
 213.980.2025

Located in Sepulveda House, the Center is open Monday through Saturday. A free 15-minute film on the early history of the Park is shown at 11:00 a.m., 2:00 p.m. and by appointment.

Special events:
 These free-of-charge events take place throughout the year and include Mardi Gras, Blessing of the Animals, Cinco de Mayo and La Posada. For details and schedule, please call the Visitors Center.
 El Pueblo de Los Angeles State Historic Park
 845 N. Alameda St.
 Los Angeles, CA 90012

Pico House ●
 The city's first three-story hotel.
 Pio Pico, the last governor of Mexican California, built this grand hotel in the Italianate style by mortgaging his vast holdings in the San Fernando Valley. For ten years, it was considered the outstanding hotelery in Los Angeles.

Merced Theatre ●
 The first theatre building in the city.
 In 1870, William Abbot built the Theatre between Pico House and the Masonic Lodge naming it for his wife. After only a few good years, the project failed and the building was used for other purposes.

Firehouse No. 1 ●
 The city's first official fire station.
 In 1884, men of the "Volunteer 38" fire engine company built this firehouse on the Plaza. It became the headquarters for the first paid firefighting unit in the city and was later used as a saloon, lodging house and store. Today, it is a museum of late 19th-century firefighting equipment and memorabilia.

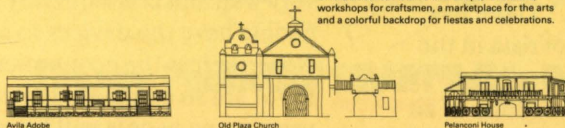
Sepulveda House ●
 A bridge between two cultures.
 This two-story historic building, running the full length of the lot between Main and Olvera Streets, is an interesting blend of both Victorian and Mexican architecture. Designed as a business and residential block in 1887, it housed two commercial establishments, a 14-room boarding house and three private family dwellings.
 Some of the interior has been beautifully restored and is open to the public, including Senora Sepulveda's bedroom and the Park's Visitors Center located on the first floor.

Olvera Street
 A colorful Mexican marketplace.
 With the help of prominent friends, one spirited woman began the fight to preserve the historic heritage of Los Angeles. Largely through her efforts, Olvera Street came alive with shops, food stalls, workshops for craftsmen, a marketplace for the arts and a colorful backdrop for fiestas and celebrations.

Avila Adobe ●
 The oldest existing house in Los Angeles.
 Built as the townhouse of a wealthy ranchero in 1818, this adobe served as headquarters for Commodore Robert Stockton during the Mexican-American War, and later as a restaurant and as home base for the women who saved this historic area, Mrs. Christina Sterling. It is now a museum representing life in the Los Angeles area in the 1840s.

Old Plaza Church ●
 The city's oldest Catholic Church.
 This church has continued over the years to house an ever-expanding Hispanic congregation, now the largest in the state. The original building has been remodeled several times since its construction in 1818. The cemetery of the Pueblo was located just south of the church.

Pelanconi House ●
 One of the earliest homes built of fired brick.
 The formula for brickmaking was brought to the area shortly after 1850, a definite boon since brick was far more stable than sun-dried adobe slabs. This enabled the homes around the Plaza to be enlarged to two stories.



Community Access Pages

10A



Community Access Pages

Hospitals

Medical Specialists

- Allergists**
Allergic Reactions
- Anesthesiologists**
Anesthesia, Pain killing
- Audiologists**
Ears, Hearing
- Cardiologists**
Heart
- Chemotherapists**
Chemical Treatments, especially for Cancer
- Chiropractors**
Bones, Spine
- Dentists**
Teeth
- Dermatologists**
Skin
- Endocrinologists**
Glands, Diabetes, Gallbladders
- Gastroenterologists**
Stomach, Intestines, Digestion
- Geriatrics**
Old persons specialties
- Gynecology**
Female Reproductive System, Pregnancy
- Hematologists**
Blood
- Homeopathy**
Whole Body Health, Holistic Medicine
- Immunologists**
Immune System, disease fighting
- Internal Medicine**
General Body Issues
- Nephrologists**
Kidneys
- Neurologists**
Nerves
- Neurosurgeons**
Nerves, Brain
- Nutritionists**
Food, Vitamins, Minerals
- Oncologists**
Cancer, Tumors
- Ophthalmologists**
Eyes
- Orthopedics**
Bones, Skeletal System, Rheumatism, Arthritis
- Otolaryngologists**
Ear, Nose, Throat
- Plastic Surgeons**
Plastic Surgery
- Podiatrists**
Feet
- Proctologists**
Rectum, Large Intestine
- Psychiatrists**
Mind, Mood, Depression
- Pulmonary Specialists**
Lungs, Breathing
- Radiologists**
X-Rays, NMR, CAT scans
- Urologists**
Urinary System
- Vascular Surgeons**
Vein and Artery Specialists

- Encino**
Encino Hospital
 16237 Ventura Blvd.
 at Reseda Ave.
 24 Hour Emergency
 999-9000
- Rancho Encino Hospital**
 5333 Barboza Blvd.
 between Ventura Blvd.
 and Burbank Blvd.
 24 Hour Emergency
 786-6000
- Mission Hills**
Holy Cross Hospital
 15021 Reseda St.
 near Sepulveda Blvd.
 24 Hour Emergency
 965-8051
- North Hollywood**
Medical Center of North Hollywood
 12629 Riverside Dr.
 at Coldwater Cyn.
 24 Hour Emergency
 980-9200
- Northridge**
Northridge Hospital Medical Center
 18320 Roscoe Blvd.
 at Reseda Blvd.
 24 Hour Emergency
 985-8500
- Panorama City**
Kaiser Foundation Hospital
 13902 Cantera St.
 at Woodman Ave.
 24 Hour Emergency
 998-2000
- Panorama Community Hospital**
 14650 Roscoe Blvd.
 near Van Nuys Blvd.
 24 Hour Emergency
 787-2222
- San Fernando**
San Fernando Community Hospital
 732 Main St.
 at Chatsworth Dr.
 24 Hour Emergency
 387-7331
- Sepulveda**
Sepulveda VA Hospital
 16111 Plummer St.
 at Woodley Ave.
 24 Hour Emergency
 891-7711
- Sherman Oaks**
Sherman Oaks Community Hospital
 18320 Roscoe Blvd.
 at Addison St.
 24 Hour Emergency
 981-7111
- San Valley**
Serra Memorial Health Center
 9449 San Fernando Rd.
 at Sheldon St.
 24 Hour Emergency
 787-3310
- Sylmar**
Los Angeles County Olive View Medical Center
 14401 Olive View Dr.
 at Rockford Ave.
 24 Hour Emergency
 364-1555
- Van Nuys**
Valley Hospital Medical Center
 14000 Sherman Circle
 at Van Nuys Blvd.
 24 Hour Emergency
 997-0101
- Valley Presbyterian Hospital**
 15107 Vanowen St.
 near Sepulveda Blvd.
 24 Hour Emergency
 382-6900 General
 902-2990 Emergency
- Van Nuys Community Hospital**
 14433 Emelita St.
 at Van Nuys Blvd.
 24 Hour Emergency
 787-1511

38A



Community Access Pages

For more on how to use maps see reference map on page 2A.
 For a complete list and more information, use the Yellow Pages heading of Hospitals.

Community Access Pages



Icons are being used extensively in the more recent Smart pages. The icons above are used on the Clothing and Personal Care Subject Search spread. All icons are produced on a Macintosh computer using Adobe Illustrator software.

the book like most people, the page will explain itself. Explaining information to the general public is something they do very well?"

Another development may help convince advertisers that Pacific Bell's Directory is their best vehicle for reaching customers. An independent company will start comparative usage reports on various directories with "usage audits," much like the Nielsen rating's TV log book. "There has been a lot of misuse of data in the phone directory industry," Ted West said. "Because of the validity of an independent audit, we can put credible information in front of the media buyers without the bias of our own research."

Future improvements in the product will also help Pacific Bell Directory's market share. "We're investigating a plan so each of the display ads will be better organized," Wurman said. "The individuality will be preserved, but consistent location of the name, the phone number and map locator square will help you search for things without losing the character and the freedom advertisers now have."

"Our plan is to write a style manual that will allow the ads to start evolving into something a lot more legible," Johnson said. "We've talked to Pacific Bell about having the sales force carry a portable computerized version of the style guide enabling them to show an advertiser right on the screen what his ad will look like. I think there is enough equipment out there that it may be possible within the next two or three years."

Other possibilities abound. After some input from Wurman, Everitt, Sony, Apple and Knowledgeset, Pacific

Bell Directory's Dave Flores has produced a CD ROM containing every name and phone number in the state of California, although the disk will probably be unavailable to the public for the near future. West explains: "CD ROM is a phenomenally cost effective technology but we have the age old problem that people in the media marketplace have always faced: People don't interact with databases very well and consequently not many people have the devices to access. Nevertheless the economics of CD ROM are so compelling that in ten years many people will have those devices and we'll be there."

To supervise development and to discuss future possibilities, Wurman flies to San Francisco for one week each month, to meet with the staff and with West. During the rest of the month, TUB works directly with Directory personnel and corresponds with Wurman by facsimile machine and phone.

The Smart Yellow Pages project is an outstanding case history of the impact a good designer/client relationship can have on a product. "Every single thing we're doing is a result of John Gaulding saying 'lets do it,'" Wurman said. "Pacific Bell Directory is a three-quarters of a billion dollar company that's changed their only product quite rapidly because the president decided to improve it. It's interesting to note to your readers, graphic designers, that anything's possible, with someone at the top deciding they really want to do it?"

—Patrick Coyne

SMART new airport maps.

Airports

The Pacific Bell SMART Yellow Pages.

Two billboards and one of the print ads produced to highlight the Smart changes. Pacific Bell Directory won a first place award from the Information Industry Association in their new product introduction category for the magazine ads, outdoor, direct mail and collateral.

David Hunter, art director; David Hunter, Geoff Thompson, creative directors; Elizabeth Cutler, writer; David Odishoo, group management supervisor; Foote, Cone & Belding, (San Francisco), agency.

Stadium Seating Pg.6

How to find front row seats.

The new Pacific Bell SMART Yellow Pages.

The new Pacific Bell SMART Yellow Pages.™

These pages help you plan your time off in almost no time at all.

The new Pacific Bell SMART Yellow Pages feature our exclusive Subject Search sections, like this one on entertainment.

These pages really are smart: easy to use and fun to use. The picture speeds you to the appropriate category.

A quick flip to the page indicated, and you'll find a wide range of businesses eager to serve you.

Entertainment

Party Planning

Hobbies

Clubs

Music

Home Entertainment

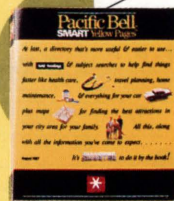
Sports & Recreation

Sports & Recreation Equipment

12B

You even find out about activities you may not have considered before.

We've made the whole book smart. It has Subject Search pages on major topics like health and personal care. Home remodeling. And travel. Plus a complete, easy-to-read index of all headings. And great new maps of your area.



PACIFIC BELL
Directory
A Pacific Telesis Company

It's Smarter To Do It By The Book.™

