

- B 6. Does the same unit (B 3) work out master schedules?

See answer to question B 3.

- B 7. Do these master schedules and plans apply to a. Work of sales organization; b. Or do they attempt to co-ordinate production, finance and sales?

See answer to question B 3.

- B 8. To whom does head of this unit report?

See answer to question B 3.

- B 9. Do you have a separate unit in the sales organization to work out from the master plans detail plans for the work of the operating section?

Only a very few replies state there is organized a unit to prepare detailed plans for the sales operating divisions. One report says "not yet, but expect to later on." Another manufacturing company does this planning through a separate subsidiary selling company.

- B 10. Do you have a separate unit to take care of advertising and publicity work?

About ninety per cent of those replying have a separate unit for advertising.

- B 11. To whom does the head of the advertising unit report?

The great majority report to either the General Manager or Sales Manager, the division being almost even, but slightly in favor of the Sales Manager. In five of the replies, two report to the President, two to the Board of Directors, one to the Executive Committee.

- B 12. Does the advertising unit develop its own plans with relation to a master sales plan?

Although most of the replies to previous questions show that companies have no formal master sales plans, nearly every reply to this question is "Yes." Light is thrown on this by the replies to the next question.

- B 13. If you have no master sales plans, how is work of advertising coordinated with work of sales operating units?

Most of the replies to this question state that plans for sales and advertising are coordinated by conference of respective division heads. In a very few cases no definite attempt is made to coordinate. A few replied that the Sales Manager or the Chairman of the Sales Committee is also Advertising Manager. In two cases, an outside advertising agency coordinates sales and advertising plans. Where definite master plans exist, the advertising department always works in accordance with the plan. In most cases this has come about since the meeting of the Taylor Society a year ago.

- B 14. Do you have a sales promotion unit, not a part of advertising?

(By "sales promotion" in this instance is meant work intended to produce by mail an actual sale from a definite prospect; or work by a group of field men (not salesmen) by personal contact with definite prospects which is designed to increase sales or good will by demonstrations or similar methods; or effort to stimulate enthusiasm in, or increased knowledge of product or sales methods by your field force; or other efforts to increase good will for the product and the company.)

Nearly one-half of those replying have no sales promotion units. A little less than one-quarter have such units. The remainder combine advertising and sales promotion in a single unit. Besides "Sales Promotion," these units bear such names as "Direct Mail Advertising Division," "Sales Correspondence Division," "Instruction Division, Sales Department," etc.

- B 15. If you have such a separate sales promotion unit, to whom does it report?

One such unit reports to a Selling Committee. About one-third of the remainder report to advertising managers and the other two-thirds to the Sales Manager.

- B 16. Do you have a unit of your sales organization to give sales service or selling help to distributors or consumers?

a. Do you operate field men in connection with this unit; b. Do these field men also accept orders for your product?

A small number report that service work is done by either advertising or sales promotion units, but that no field work is done. Of the remainder of the replies, one-half state that they have some more or less well organized service unit. Analysis shows that of this last group one-half operate field men who accept but do not solicit orders. The nature of the product usually determines whether the service work is done with the distributor or the consumer. In a few instances the service work rests with division managers who travel but do not solicit orders. In at least two reports it is stated that one or more field service workers are definitely attached to district sales offices.

C. GENERAL

- C 1. Have the changes in market conditions in the past year caused you to make changes in your sales organization? If so, please give changes in detail and such review of causes as you may deem necessary.

It is possible to give an idea of the nature of the replies to this question by brief abstracts from some of the replies.

1. Established more branches for better control and stimulation of distribution. Working steadily to replace distributor by branches.

2. Changes from salary and bonus to straight commission—reduced territories—increased direct by mail advertising—intensive development of new classes of business—larger responsibility on district managers—

revision of prices downward—a quota graduated upward month by month instead of uniformly, to correspond with anticipated improvement of business—results gratifying—quota for year and sales for 1920 exceeded.

3. No change—we have, however, engaged an expert agency to make a general survey.

4. More men—smaller territories.

5. Where new branches had been too rapidly extended, have released some men and given experienced men larger territories.

6. Foresaw depression early in 1920—started training more salesmen and have added other men this year.

7. General curtailment of staff.

8. Distributors have put on more salesmen.

9. More educational material and instruction for salesmen.

10. Sales organization reduced—territories larger—more definite responsibility on branch managers.

11. Rearranged territories for economy and closer control of salesmen by branch offices—keep branch managers better informed on vital facts of business—analytical reports now distributed widely, not kept solely for home office—definitely committed to bonus and control plans for stimulating sales—more effective results—strengthened control of branch stocks to prevent inventory losses.

- C 2. When introducing a new product, which unit of your organization plans and schedules the initial stock requirements?

Sales Department, 6; Conference of production, financial and sales executives, 2; Conference of sales and production, 2; Sales operating—Merchandise distributing department—New goods department—Production, Conferring with sales—Supervisor of branches—Merchandising committee—Management department—Department heads other than sales—Purchasing and sales in conjunction—Production department—Branches through sales committee—General manager, conferring with sales and production—Head of firm—Merchandise department—Sales, conferring with advertising—Sales development section—Sales manager—Advertising manager and production manager.

- C 3. What unit of your organization plans the dropping of products from your line? Does this unit have full authority to carry out its plans? To whom does it report?

Sales department, 5; Sales, conferring with production; 3, Conference production, finance and sales, 2; General manager, 2; Sales and general manager, 2; Sales operating, reporting to general manager—General officers—Conference sales, production and engineering—Branch factory managers and executive committee—Department heads reporting to president—Management department, conferring with sales—Merchandising committee—Executive committee—New goods department—Members of firm—Sales department recommends, President decides—Sales department after sales research division studies—Sales department initiates, management committee decides—Sales committee—Head of firm—Merchandise department, approval executive board—Department heads and general manager.

¹ The replies to the remaining questions under the heading "C. General" defy analysis. An abstract of the replies to each is given because they are interesting if only to show the lack of standards in sales organizations and nomenclature.

- C 4. Do you give your factory yearly, monthly or other periodical production schedules? If so, what unit of your organization does this?

Sales department, 4; General manager, 2; Planning division, 2; Sales and production, conferring with management committee—Merchandise distribution department—Department managers, approval members of firm—Stock control committee—Sales and factory planning departments—Stock accounting through sales manager—Individual merchandise managers—Management department—Cost accounting department—Production control superintendent—Planning and statistical section schedules required quantities, planning department of each work determines after considering inventories—Manufacturing committee—Control section—Sales section head—Order department—Managers of production, sales, merchandising and finance—Sales department, reporting to vice-president and general manager—Order department statistical sales department.

- C 5. What unit of your organization plans and schedules distribution of products to warehouses or other field distributing organizations?

Sales department, 6; Sales operating, 2; Branch organizations—Branch house manager at home office—General manager—Department heads—Merchandise department—Supervisor of branches and stock accounting unit—Stock control committee—Merchandise distribution department.

- C 6. What unit of your organization plans selling equipment for your salesmen?

Sales Department, 17; Sales operating, 3; Sales personnel department—Department managers—Sales and publicity—Assistant Sales Manager—Selling committee—Advertising manager—Branch factory managers—Sales promotion department—Branch offices—Sales committee or branch sales managers—Advertising, sales promotion and sales—Sales planning—Sales and advertising—Sales section head.

- C 7. What unit of your organization prepares such equipment?

Sales Department, 10; Advertising Department, 5; Sample Department, 3; Salesmen—Branch offices—Sales operating—Sales Department and factory sampling department—Production—Sales personnel department—Advertising and sales—Sales promotion—Advertising, sales promotion and sales—Sales planning—Shipping department—Sales and production.

- C 8. What unit of your organization designs your containers or other packing?

Production, 5; Sales department, 3; Sales promotion, 2; Sales engineering—Department managers—New goods department—Experimental department—Merchandise managers, approval merchandise committee—Manufacturing department with advertising—Special committee (through appointment)—Sales committee—Supply section, service division—Planning—Factory and sales—Sales Planning—Shipping division, merchandise department—Shipping—Production manager, cooperation of sales and advertising managers.

- C 9. What unit plans merchandising equipment for your distributors?