

of realization of what a functionalized organization means.

2. A hesitancy to grasp the real conditions confronting us in the sales work, and the consequent dependence upon the improvisation, stunts, and the so-called personality of the salesmen—three things that have been responsible for most of the sales failures in the past.

3. The very hopeful sign, in the relatively large number of answers to the questionnaire, that the sales departments are very anxious to know what the Taylor system, or any more scientific method of operation, can really produce.

I think one of the great difficulties will be, as it has always been in the past, to realize that the scientific method cannot be applied to a sales department over night, that it is not something that is to be taken in a capsule or can be read in a book, but it is a process of education that must be sympathetically considered, and receive the most hearty cooperation of the general management, and that it must have the most competent and skillful handling by those who are to operate it.

My own observation suggests that there has been a very strong development of sentiment in favor of carefully considering this movement from a sales standpoint, and both the sales and advertising managers are much more hospitable to the idea than any time in the past five years. Therefore, the committee of the Taylor Society can well afford to develop the work along the logical process that they are pursuing.

We need not be discouraged by the criticism of the engineer who wants us to discuss plans and methods, and the application of scientific management to sales problems, because there has been very little of it done. We are in the stage of propaganda which always should precede performance—which, as a matter of fact, always does; and these meetings with their tendency to "spread all over the lot" in discussion, are merely symptomatic of the keen interest which a large number of men, who have had little experience in the application of scientific principles to the art of selling, have in this whole subject; and I personally know that, since this committee work was initiated, a number of sales managers have been applying in a tentative way, with more or less success, the principles brought out as they have understood them.

This is interesting, instructive, and progressive—the rest will come in due time.

C. S. YOAKUM:¹ In connection with this interesting new departure of the Taylor Society in investigating

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the problems of the sales organization, I have enjoyed re-reading Taylor's "The Principles of Scientific Management." On page 130, in a footnote, I found what Mr. Taylor calls "the four great underlying principles of management." To quote, these are: "First, the development of a true science; second, the scientific selection of the workman; third, his scientific education and development; fourth, intimate friendly cooperation between the management and the men." Three of these principles directly involve the careful systematic consideration of personnel. The first is the task that this committee of the Taylor Society has set itself in the two preliminary studies it has made. We can see ahead to the problems that confront this scientific society, if they carry out Mr. Taylor's program and influence the development of scientific management in sales organizations.

I am impressed with the fact that the preliminary clearing of the ground has been done by the two studies now made. Detailed investigations are in order. Functional divisions are shown to be far too fluid and shifting. Time studies of the job are essential if we are to have a basis for finding the points where improvement must begin. What is spoken of in the shop as "routing of materials" is undoubtedly one of the weakest spots in the field organization. *The unit of investigation is the salesman with his equipment in the presence of a prospect, making a sale.*

Like the investigations of Mr. Taylor and the principles of all careful research, the development of a plan is based on these detailed investigations. In the study of the individual salesman we shall find the requirements of the sales organization. The nature and form of the overhead sales structure is determined essentially by the operation of this unit. Comparative statistics are useless without this form of research.

Actual experiments show that the time-study man can be used here. It is as essential to plan carefully in these experiments as in those conducted in the plant. The content of the training course is best derived from such studies. The so-called academic theorist has been far distanced by some of our business men who have sat in their offices and prepared training courses for the salesmen in the field. A little study will also show that the salesman is often justified in his complaint that he does not get the prompt and intelligent cooperation of the agency and home office, needed to make sales. These findings emphasize the point that research must begin with the actual selling units. We shall then know scientifically the required nature of the organization and the form that sales research, sales promotion, master planning, sched-

uling, advertising, sales portfolios, etc., should take.

HENRY S. DENNISON:¹ Our experience in applying Taylor principles to factory management led us to take preliminary time studies of salesmen "on the job" as an aid to definition of and analysis of the salesman's work. From the time studies taken, we found that our hope of improvement was to be based (as it had been in the factory) on the salesman's being enabled to utilize his time to better advantage as a consequence of a more careful planning of his work, and on a more definite acceptance of responsibility for the planning on the part of the sales manager.

The factory experience has been that waste is not due to the employee who is lazy or inefficient so much as to a lack of acceptance on the part of the management of its responsibilities, and a lack of proper organization to carry out those responsibilities—also a lack of standard accepted practice that is definitely written up; therefore the gains in factory management from reorganizing in accordance with Taylor principles comes from releasing the operators from conditions of work that make for waste and delay, and correcting these conditions so that with no greater effort on the part of the operator, noticeable improvements in productivity are possible.

Our preliminary time studies of the salesman's work showed us that the actual contact of salesman and customer occupied a small portion of the salesman's time, about fifteen per cent, in fact. Travelling has taken about forty per cent, waiting from fifteen to twenty per cent, and miscellaneous clerical and other work about twenty-five per cent. It is apparent that even if we could greatly increase the salesman's energy and activity under these conditions, he could only add a little to the present fifteen per cent of effective time. Our proper course is to utilize some of his unproductive time by means of more careful planning.

Accordingly, in two of our twenty-five selling districts, we have made up lists of prospective customers, and arranged them both by classes of trades and by geographical locations, and we have increased the District Manager's clerical force so that the clerical work of the salesman may be reduced to a minimum. Furthermore, the salesman's work is carefully planned out in advance of its execution.

For instance, in the case of the city salesman who works out from the district office, when he arrives in the morning, the records of the prospective customers he should call upon are ready for him in geographical order with a report slip for each of those several customers, which calls for a minimum amount of en-

¹ Dennison Manufacturing Co., Framingham, Mass

tries to give a complete story of the call. The samples of merchandise that will interest these particular customers are prepared and ready, and also any information that will be of value to the salesman. When the salesman returns at noon, having gone as far as time allowed on his schedule, he simply turns in the samples, records, and reports he has been carrying about with him in the morning, and finds ready for him a complete new outfit for the afternoon. We have found that lack of information about the prospective customer, and what occurred in previous calls, means a certain amount of time wasted in getting the lay of the land in every new call, to say nothing of the more intelligent reports that can be made when the salesman has the complete story of the prospect before calling.

Under this plan, the salesman is furnished record cards plainly and neatly filled out, showing sales; lost orders, items bought, date that prospect will be in the market, and any other information of value taken from report slips of previous calls. A glance at the card brings the salesman up to date, while practically ten minutes or so of talk would be required under ordinary circumstances.

Where the salesman is given a certain amount of territory, and planning is strictly an affair of the salesman, he must ordinarily spend a considerable part of his time, either on the street or in the office, in planning his work. He is rather more than less a free agent, and the basis of decision naturally varies with the different types of men. Under the new plan, however, he is relieved of the responsibility of determining who shall be prospective customers of a concern, and who not. It is surprising what large returns are obtained from careful planning of the route that salesman should take in making these various calls.

It would seem that we shall be able to describe our experience in sales planning and the organization of sales under Taylor principles more and more in terms of corresponding experience in factory management. The definition of responsibility as between the management and the employee, while an abstract principle in itself, brings wonderful returns in practice, because it fixes standard practices as to not only the right way to do work, but in fact, the only way; and still further, the easiest way, thus insuring that the line of least resistance will coincide with the line of greatest efficiency. In consequence, the many things that were formerly suggested as improvements in practice, and that were supposed to be done, and under ordinary management were only occasionally done, or done by certain individuals, become under the new order the only way that the work is done or can be done, and