

Market research may be divided into three sub-functions: first, the gathering of data; second, their organization; and third, their preservation in available form for use by the planning and other departments.

*Marketing Planning.* The object of marketing planning is to base active, dynamic plans upon these data. Thus, the duty of planning is of the highest strategic importance.

One of the most important planning functions is that of co-ordinating the work of all the other departments in the division. The Planning Department is the brain which directs, but it does so only after the information from all sources has been received.

It is important to emphasize that the Planning Department exercises control in no way whatsoever.

*Marketing Training.* The term training, as used here, includes, broadly, the actual employment of those best fitted for marketing work, their training, both preliminary to and after they are on the job. Finally, in collaboration with the sales and planning activities, training helps maintain the morale of the entire marketing organization at top pitch. Ordinarily, also, individual records are kept to be used as bases for remuneration or promotion.

*Selling.* The purpose of scientific marketing has not been achieved until the selling function has been isolated. Training, research and planning are for the most part staff activities designed to serve the major line function of selling.

*Advertising.* Like selling, advertising is a line function. While, in its essence it is merely a form of selling, or an adjunct thereto, it becomes a special department because of its individual technique, which requires training and experience of a highly special character.

*Service.* The guiding function of the Service Department is the physical embodiment of the principle that the public must be given a fair deal, and that it must be satisfied.

WITH conditions as they promise to be for some years to come it is not expected that marketing will prove reducible to the almost machine-like system which characterizes manufacturing. Marketing has always been dependent to a great extent on emotion, and emotion cannot be dealt with effectively by any cut-and-

*Credit.* There is a constantly growing feeling that credit and sales are so closely connected that something should be done to make co-ordination more complete. Credit information, under a scientific system of marketing, is normally gathered by the field force of the Market Research Department.

*Marketing Accounting.* Production has been conducted on a cost basis for years. The application of cost accounting to marketing, however, has always been lacking or incomplete, partly because of the difficulty of getting cost data, and partly because the great pressure towards making sales prevented it. Under a system of functionalized marketing, cost accounting is an essential feature.

It is sometimes advisable to unite the Accounting Department with the Market Research Department.

*Departmentization of the Secondary Marketing Functions.* The marketing functions described in the previous chapters are *primary* functions. That is, they are of universal application. It is usually found that individual companies will require specialized treatment, and it may then be that certain of their special functions (such as traffic) will also call for departmentization.

*Installing Scientific Marketing.* The system of scientific marketing outlined in the previous chapters, under ordinary conditions, cannot be put into effect without delay. A process of reorganization will be required, which will gradually do away with outworn practice and substitute the new methods for it.

Successful results cannot be expected unless the general type of marketing organization is carefully chosen in advance, unless ample funds are provided for making the change, and unless the work is carried on in such a way and in such sequence that the marketing operations of the company during the process of reorganization are not impaired.

Quick results from reorganization of marketing on a scientific basis must not be expected.

dried system yet developed. Advertising indicates, however, that some possibilities lie open in this direction and that a system which is in effect almost entirely mechanical is capable of dealing with emotions and stimulating them effectively. (Percival White, "Scientific Marketing Management," p. 15).

## A Professional Summer in Europe

Observations on Meetings of Associations Concerned with Scientific Management and Human Relations in Industry

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JUNE 13 to July 20—not much time to get in touch with "human element" work in Europe! There are so many ways in which one might spend this time; visiting plants, calling on leaders, attending meetings. We decided to do a little of all three. Impossible to make a thorough study, it would be possible to get the high spots—to learn much, to sense more.

We landed at Boulogne and had an hour or two of Paris at sunset, and that beauty that is its real lure; then off to a meeting of the Schweizer Verband Volksdienst, at the Luziensteig. The Volksdienst is a Swiss service group, now in its seventh year of work in the industries. It provides canteens and rest rooms and social service to forty-five factories and seven soldier groups. Once a year it gathers the heads of its canteens for a week's conference, headed by Mrs. Zueblin-Spiller, who visited and spoke in the United States last winter.

The meeting place itself is interesting—a soldier's training school barracks, used between two courses for this welfare group, because it also has done military service. It gives the members of the group a real thrill to use the equipment of their country, and to enjoy as do the young men in training, one of the beauty spots of the country. The whole conference is a triumph of careful planning. The use of every room is scheduled before the conferences begin, and every member attending is routed from the time she leaves her post till she returns. Lecture and recreation programs are complete. Even meals are planned in detail—menus, amount of food needed, sources of supply. All food, except flour, milk, sugar and a few such staples, is contributed, according to quota, by the different canteens, who thus participate as well as by sending their directors. It is so interesting to read the menus posted on the porch each

morning, and to see after each item the name of the donor canteen. Needless to say, the fare is delicious.

The lecturers are mostly drawn from the directors of the work, or from the Swiss academic and industrial groups who co-operate, though this year several of the speakers were from outside the country, one from France and the others from the United States. The subjects are hygiene, management, welfare work and other topics that directly affect plant technic. There are also lectures on economics, as essential to right thinking. There are talks on the arrangement of flowers, and demonstrations and lessons on handicrafts that may be taught women workers for their leisure time. And there are gymnastics and singing and mountain climbing.

But this gives no adequate picture of the conference—the greeting of the guests from a distance with a welcome song; the breakfast table decorations of Alpine wild flowers that some one has gotten up early and climbed miles to get; the group of eager listeners who have hurried through the co-operative housework to gather at morning, afternoon and sometimes evening lectures, often held out under the trees; the serenades to the big golden moon as it comes up over the mountains. All these result in a feeling not only of thinking and working together, but of living and enjoying together that, at the end of a week, sends one off, perhaps to a distant or isolated job, with the feeling of belonging to a group, of being a part of a world-wide undertaking. One learns so much by demonstration—how to run a conference by careful planning, without a hitch, yet with no sign of the mechanism; the benefits of a balanced ration, not only of food and the delicious non-alcoholic "most" that the canteens specialize in, but of a balanced life; plenty of work, done effi-