

TAYLOR SOCIETY

ENGINEERING SOCIETIES BUILDING
29 WEST THIRTY-NINTH ST., NEW YORK

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OBJECTS OF THE SOCIETY

(Extract from the Constitution)

The objects of this Society are, through research, discussion, publication and other appropriate means:

1. To secure an understanding and intelligent direction of the principles governing organized effort for the accomplishment of industrial and other social purposes for the mutual benefit of
 - A. The Community
 - B. Labor
 - C. The Manager
 - D. The Employer
2. To secure the gradual elimination of unnecessary effort and of unduly burdensome toil in the accomplishment of the work of the world.
3. To promote the scientific study and teaching of the principles governing organized effort, and of the mechanisms of their adaptation and application under varying and changing conditions.
4. To promote general recognition of the fact that the evaluation and application of these principles and mechanisms are the mutual concern of the community, labor, the manager and the employer.
5. To inspire in labor, manager and employer a constant adherence to the highest ethical conception of their individual and collective social responsibility.

(Continued on inside back cover)

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BULLETIN OF THE TAYLOR SOCIETY

A SOCIETY TO PROMOTE THE SCIENCE AND THE
ART OF ADMINISTRATION AND OF MANAGEMENT

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COMMENT

THE conference of sales executives of June 25, the proceedings of which appear in this issue, accomplished its principal purpose, even though the participants did not carry away with them a single concrete thing—policy or mechanism—immediately useful. More than a hundred executives did carry away something better than that—a new slant on the sales department problems, not a little new inspiration, and an agreement to make some investigations and come together for another conference.

ALSO, they put up to the Taylor Society the proposition that it should authorize a professional section for sales executives. There is merit in the proposition. Just now thoughtful sales executives, especially those who have contacts with scientifically managed production departments, are asking themselves whether the scientific method of handling

production problems may not be utilized in the sales department. As a section of the Taylor Society they would be in touch with the people who could help them to answer the question; in an independent association they would be out of touch with such consultants. On the other hand executives of scientifically managed production departments are experiencing difficulties because associated sales departments are not using similarly precise methods, and because sales and production departments are not properly coordinated. A sales executive section would enable them to attack that problem in cooperation. It is not unlikely that by the time this issue appears the Board of Directors will have authorized the formation of such a section.

THE origin of the conference is worth putting on permanent record. It will be recalled that at the May Rochester meeting had been held a round-table conference on "Scientific Methods Applied to Sales Operations." That conference did not get far, but it proved to have been an inspiration, for it discovered an intense interest in the question whether scientific production methods can be duplicated in scientific sales methods. A resolution was passed requesting the Taylor Society "to call within ninety days a meeting of managers especially interested in the application of scientific methods to sales operations." What was in the minds of those who passed the resolution is best indicated by excerpts from two follow-up letters received by the Taylor Society: "The specific point at which the discussion seemed to arrive was that the extension of scientific management in the factory made absolutely necessary a coordination of the efforts of the sales department with the manufacturing, which involves some sort of planning and control; that in order to learn how to institute such planning and control it is necessary to begin in the sales department, as has already been done in manufacturing, with thorough analysis of present methods; in other words practically the extension of time and motion study to the salesman's job," and "I am sure that the sales department of a firm that is employing scientific methods in production cannot function successfully without coordinating scientific selling with scientific production, and the money spent in developing scientific production is to a certain extent nullified by unscientific sales operations."