

purpose of making goods, but for the purpose of making goods to sell.

Mr. Freeland's picture of the functioning of a sales engineering department is of the greatest significance. I call it a sales promotion department, but by that term I mean the same thing,—an agency which makes analysis of the market and determines what and how much of it may be sold. There must be more such departments.

I was interested in what Mr. Bruce said about the moral obligation of a business (expressed through the sales department) to the ultimate distributors and to the customers. In Strassburg, Ohio,—which so far as population is concerned is a mere geographical expression,—is the firm of Garver Bros. They run a general store and do nearly a million dollars worth of business a year.

When we see a phenomenon of that kind it pays to investigate, and so I made two trips to see Mr. Garver. What he said to me about the kind of assistance which he receives from the manufacturers of the products he handles ought to burn the left ear entirely off many of them. But he also told about a few who are conspicuously different.

While I was there a salesman come in, walked behind the counters and down cellar, and finally came to Garver with an order blank with entries amounting to some \$1800. Garver looked it over and said, "Bill, is that about what I want this time?" Bill said "Yes, I have gone over things pretty carefully," and Garver signed the order. When the salesman had gone I said, "Bill, do you mean to tell me that you let salesmen walk in here and make up your order?" He replied, "That is *one* salesman." But, gentlemen, I will venture to remark that the sales cost of that salesman is lower than the cost of any other salesman that comes into Mr. Garver's store. It wasn't luck, it wasn't charming personality which we hear so much about; it was business sense, cooperation, his firm, which the salesman was selling as much as his goods.

If I had salesmen selling goods to retailers I would insist that every one spend one day a week selling goods behind a retailer's counter,—and not entirely his own line at that.

THE CHAIRMAN: I am going to ask next the man who was the author of the resolution which calls us together to give us more in detail just what his problem is and what this study of the selling problem means. I want to call on Mr. Crockett.

CHARLES B. CROCKETT<sup>1</sup>: When Mr. Taylor brought scientific management to the attention of the producing end of our business, he brought, I suppose, the most wonderful thing with which business has come in contact in many years. It has opened the eyes of business to really scientific and sound efforts. But at the same time he brought a good deal of trouble to the sales department because we salesmen are the most confirmed guessers in the world, and scientific management and scientific selling do not permit of guessing.

So we are up against it right now. Our factories are rapidly putting in scientific management, and my sales department—I don't know how yours is—is suffering because the firm has spent all of its energy getting the producing end down to the finest scientific details and has done nothing to have the sales department function in that same scientific manner.

The result is, that the scientific methods adopted by the factory are actually handicapped and retarded because the sales department is really a wild bunch of mustang ponies unbridled, uncontrolled, and with no idea whatsoever of science in selling.

The chairman has said that I am responsible for calling this meeting, and I think I should explain just why I am interested. For six years the firm of which I am the sales manager has been developing scientific management in its production end. And all of a sudden, now that we are stepping out of a seller's market into a buyer's market, we find the sales department up against a serious problem because one of the aims of scientific management in factories is continuous work and continuous employment.

If that is the case we must sell continuously. We must sell everything that the factory can make; and from that angle alone I went to the Rochester meeting to find out what members of the Taylor Society had done, if anything, towards injecting scientific methods into the sales operations, if for no other reason than to help out the manufacturing department.

But I found that nothing had been done. I found that every one of the manufacturers represented there was groping and eager to find help, just as I am. So I suggested that at some time in the near future, this Society call together those interested in selling,—not to talk in generalities, but to talk about what our job is as sales managers to properly fit sales in with scientific production, because we cannot be successful sales

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managers if we run wild while the manufacturing department is on a scientific basis.

And that is what I hope this afternoon will be devoted to,—not generalities, which we have read in books and papers all our lives and which do not get us anywhere. Let us get down to cases, because I want to carry back with me certain definite ideas which will help eliminate the guess out of my department.

I recognize one thing; no sales manager can be a real sales manager if he does not understand and fit in with the methods of production. We who are sales managers must quit thinking of anything else for the time being and find out what our job really is. Let us not talk about stunt selling. Let us not talk about stunt advertising. We want to find out what our job is in a business where production methods are scientific; then we can pass on the details of efficient selling to our sales people.

As I see the sales manager's job, it is twofold. He is directly related with production and he is directly related with distribution, and he has to be big enough to function in both directions; for that reason I am interested in two things from the standpoint of production, because my firm will make anything I tell them the sales department can sell, and they will make it in any quantity. The article itself and the quantity are up to me. And what do I know? I may go back and see what we did last year, and I may see whether the crops are good this year or not, and upon such basis I may guess at what the factories should make for 1920 or 1921, but I must quit that guessing. I want somebody here to tell me how he is determining; first, the articles themselves whether one or half a dozen or more; and second, how you scientifically find out the quantity you have a right to expect the financial department to buy and the factory to produce. Those are the two points that I as a sales manager, functioning with a highly organized and scientific production department, want to get some light on from the Taylor Society.

I know that one of the fundamentals of successful factory operation is continuity of employment. In our factory we have 1,300 people making women's clothing, the most treacherous of products, because there is that style question,—the style is liable to die before the sales department gets the finished product to sell.

I want to know whether any of you sales managers have figured out the methods of selling against continuity of employment. That is the major point with regard to our relation to production. When it comes

to distribution, there are several things. What are you doing to analyze the market? What research work are you carrying on to tell with some degree of assurance what the potential market is?

What are the sales managers doing to educate their salesmen upon the policies of the house, and what are they doing to enable the salesmen to pass that knowledge on to the customer? Do you think that salesmen can be built or are they born? What is the consensus of opinion of the men who are interested enough to come here, in the value of sending out,—if we can send out—men who will properly represent us; and if we can, what are the best methods of putting them in a condition to properly represent the business? I want to know something about the tasking of men. I task my men. It is a guess task and that is wrong. Some of you may have figured out a scientific way of tasking a salesman. And after you have tasked him in what way do you see that he performs in accordance with his task? If he doesn't, what do you do? And if he does, what do you do? Those are the things, Mr. Chairman, on which I am hoping that we can centralize our thought.

THE CHAIRMAN: It strikes me that we might do a lot worse than to follow up Mr. Crockett's challenge right now.

D. E. BURCHELL<sup>1</sup>: I am going to contribute to one only of these points. Regarding the analysis of sales, we take particular pains in this way: We have a cost system,—and most concerns are working toward that with considerable speed,—which costs our invoices by articles. We punch a card for every item we sell by size, weight, cost and selling price; and we furnish our sales manager with a complete analysis of the production, the sales, the cost, the profit and the percentage of profit on every grade of paper sold during every four weeks of the year; and the same thing regarding each and every customer who buys above a certain minimum amount. We have it for every sale of the year, absolutely and complete. We have it for every customer of any importance, or for any customer under study. This gives the sales manager definite, dependable information on which to base policy and methods.

THE CHAIRMAN: Has somebody else an answer to one of the thirteen questions, I think, that Mr. Crockett asked?

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