

tion list of you who have come—to do your very best to give the information sought, which we will put in some sort of shape and send out to you? (Agreement was indicated by show of hands).

WILLARD E. FREELAND¹: Two or three questions have been raised that have interested me greatly. We are hiring a lot of service men because our salesmen are too busy to do service work. If I had salesmen loafing forty-four weeks out of the year, the dealers handling my goods would have the greatest service ever handed to dealers. The place where you stop is at the retail counter, and all of the selling in the big Winchester plant is based upon the theory that we can teach the dealers' clerks how to sell our goods. We are not worried about our own salesmen. We are worried about those retail clerks. If you have any time of your salesmen on your hands, send them out to instruct the retail clerks of this country.

The other question concerns continuous employment. You go ahead and make only one line of products. Have you ever stopped to study whether you could make anything else or not? I mentioned in my talk this morning the making of batteries. If we made batteries only when there is a call for them, we should make them all in November and December. What would we do with that big bunch of girls the rest of the time? We are going to make fishing tackle. If that doesn't suffice, we are going to find something else. We are not going to let those girls go adrift if we can help it.

When you talk about making a single line of product, perhaps that is the mistake you are making. You may be making Princess clothes when perhaps, you ought to be making aprons part of the year. You who are talking about scientific determination should get down to such basic facts; that is coordinating production and sales.

MR. CROCKETT: I don't want to let him get away with that. If fishing tackle were to go out of style next week, you would have something so difficult that what you have said doesn't point the way out. We have tried to fill in our idle period. Our idle period is in May. We are through with our Spring production. It is entirely too early for Fall goods. If we make something for Fall in May, the style is passé by Fall. By the way, I suppose in the women's garment industry our factory is the only one that has scientific

management, and we produce 4,000 garments a week fifty weeks in the year, whether the sales department can sell them or not. So our sales department have a man-sized job.

If the Taylor Society can be of one service more than another, it can repeat its service to production by teaching sales managers how to approach their problems.

CHARLES P. STAUBACH¹: Mr. Crockett offered one question which it seems to me can be readily answered, and will interest most everyone no matter what his line. I refer to the single item of company policy,—how to get your men lined up with the company's policies at all times and fully informed as to what the company's policies are.

I believe that it is quite customary as new policies are made up or old ones changed, to issue those instructions in something similar to forms or circular letters. They are observed for the moment, and then as time goes by they are overlooked; and as new men come on who have never received some particular line of information, we find a sale is made contrary to company policy.

We have solved that in a very simple way by the institution of what we may call a decision book. We have a printed decision book which is in the hands of everyone in the selling force and of all executives and officers.

When a circular letter of any importance is issued and the matter is a settled company policy, it is made permanent by putting it into the decision book. It is a very small book which may be kept in the hip pocket. The book is classified; one portion has to do with shipments, another with terms of sale, another collections, and so on down the line, paragraph by paragraph, properly indexed and cross-indexed, and making permanent the decisions of the company, and making it possible, too, by means of stickers to bring those decisions up to date periodically.

It seems to me, if you want to line up your men on what is company policy, the new man as well as the old man, the adoption of a form of decision book is really a very simple and practical thing. We have after twenty years experience found it works absolutely to perfection.

The thought behind it all is that instead of waiting until something happens to cause friction because of

ignorance on the part of the salesmen, you have that particular subject taken care of in advance. You can foresee most of such problems, and a decision having been made, it can be promulgated and kept permanently before those concerned until it is changed. In that way, the new man who comes in tomorrow will have an opportunity of knowing what the company's policies are as well as the man who has been with the firm fifteen or twenty years and has been absorbing them all of that time.

If anyone would like to have the benefit of the Burroughs' idea on that decision book, the easiest way to get it is the next time a Burroughs man drops in to see you, ask him to show you the decision book which he has in his pocket, and you make notes from it and build up something from it if you haven't already something like it.

CARL G. BARTH¹: I have this suggestion to make: that in the manufacture and marketing of such products as style goods, it may be impossible to eliminate guessing; but is at least possible to have it understood that the management should do the guessing and within the management a functionalized department should do it. Then you won't have departments guessing against each other.

A. H. CUBBERLY²: One thing that may be accomplished by scientific management in the factory is to reduce the cost per article and to speed up the delivery. One of the greatest services that the sales force can possibly give to the factory managers would be to tell in advance what they want to have made six months from now or a year from now. It would be possible for the sales manager to send his men out when they have any idle time,—and they may do it by working behind the counter, if you please,—and gather statistics and feel the pulse of the people, so that they can come back and say: "If you will do a certain thing,—it is only a slight change,—you can sell a large quantity of a certain article." The future estimate of the articles that should be produced is a big contribution that can be made by the sales department.

MR. FREELAND: It has been the custom for the Winchester Company for many years to tell the factory on the first of July of any year exactly what they are going to want on every item for the following year, beginning with the first of January. On the first day of October they give the factory the complete detailed

orders for the month of January. We make our adjustments as we go along. If that first thing is wrong, we can adjust it in a later month. This year because of the critical steel situation, I gave the factory the estimate for the entire year 1921 on the 15th of March, and we are covered on steel for 1921 at the present time.

MR. CROCKETT: Is your production department elastic? Can you produce more or less in accordance with your actual performance,—not your anticipated plan that is made six months before? How do you regulate either your selling to fit production or your production to fit your actual selling? Where is the elasticity?

MR. FREELAND: The elasticity must be on both sides. The sales organization, for instance, finds something that they can run wild on. They will, if left without control. We have occasionally to say to the sales department that their quota stops right there. They have to call the salesmen off on that article. On the other hand, we have to say occasionally to the factory that they must speed up. But we don't ask them to speed up on a week's notice, because we do not, of course, run into as fast a style change as you have in the clothing business. You are up against one of the more difficult of all the problems, and your contact with the factory must be closer than ours, unless you can bring about a better standardization than you now have. That can come about, I believe, only by cooperation within the industry; cannot be effected by a single concern.

THE CHAIRMAN: I should like to add my word to Mr. Freeland's; that we have found it most desirable to have elasticity at both ends. We have found it necessary to study the limits of that elasticity in order to know how far the factory can enlarge and how far we can demand elasticity from the selling end. And, of course, in recent times we have very frequently met the limits of the factory elasticity.

MR. COOKE: There is someone here from the W. H. McElwain Co. I was told four years ago that they had four salesmen on the road who never sold, but were out acquainting themselves with conditions; one of the officers told me that was a very important matter.

JOHN A. URQUHART³: He probably referred to the merchandising control men. We have a very careful

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