

forward to the condition of his college room with considerable dread. Yet there he had actually been found remaking the beds of his "barn" mates in order that the barn might keep first place! His efforts were so successful that finally the barn occupants magnanimously, but with obviously expanded chests, formally requested permission to withdraw temporarily from the ratings in order that some of the girls' tents might "have a chance"!

How far the campers carried home into other conditions and environment the lessons so obviously learned in the summer, is of course, unknown. In our own family the experience is still bearing fruit. Our two boys of five and eight years enthusiastically did their daily chores in camp, learned to make their beds, and occasionally acted on the joint inspection committee. Now at home they are interestedly following much the same lines. Each morning, directly after breakfast, we all have our chores, including bed-making, and we continue the mutual rating idea in various problems of home life. The boys themselves are perhaps its most enthusiastic and consistent advocates. But it has been interesting to observe how, once started, it gets "under the skin" of people irrespective of age. Sustained interest and effort, all spontaneous and entirely constructive, were manifest this summer by individuals ranging from five to fifty years. And if the truth were all told, we adults, especially those of us who are parents, would confess to a new determination to hold ourselves up to whatever standards we believe should be set for the children. What is good for them is good no less for us. Mutual ratings are a sad blow to those who would perpetuate "special privilege."

#### RE TEL-U-WHERE

WE are always ready to correct misapprehension which may arise from ambiguous statements made in discussions which appear in the BULLETIN.

TO THE EDITOR OF THE BULLETIN:

In the December number of the BULLETIN, p. 254, occur certain statements concerning the Tel-U-Where Company of America which are ambiguous and may have been construed by some readers as a criticism of the service of that company. May I, as a member of the Society, ask for space to correct such possible misapprehension, for I happen to be acquainted with the service of the company.

The remarks referred to were aimed at the distribution system; at the apparent inefficiency of the sales departments of nationally-advertised commodities in that they fail in their publicity to acquaint consumers with the names of retail distrib-

utors. The existence of the service of the Tel-U-Where Company was cited as proof of such failure on the part of sales departments.

No one would be readier than the Tel-U-Where Company, I imagine, to agree with the criticism that advertising of nationally-advertised commodities fails to acquaint the individual consumer with the names of the places in his community at which to purchase these commodities. The company would probably state—and correctly—that it is such a condition which makes their service an economic necessity. Whether national advertising can name the places of retail distribution—whether its failure to do so is inefficiency—is quite another question, which it is unnecessary to go into here. Whether due to the inefficiency of sales departments or not, the essential fact is that consumers frequently do not know where to go to purchase certain commodities which they know they want. So long as that is the fact, an organization which can tell customers where to go is performing an economic service.

Some sales plans aim to secure the widest possible distribution in an effort to make their products easy to find, realizing fully that many dealers who yield to their salesmen will not represent them aggressively. They live in the hope that "demand" created by their advertising will in time convert the indifferent dealers into enthusiasts.

Dealers in any given line cannot carry in stock and be properly informed concerning the numerous competitive brands which clamor for attention and display space. In many lines selective distribution is more desirable than one hundred per cent distribution, if it can be made to serve the public efficiently. Manufacturer, dealer and consumer will benefit economically if a way can be devised to make selective distribution really effective.

The essence of merchandising efficiency is to converge the forces surrounding the ultimate purchase so as to most economically close the sale and thus translate sales and advertising energy into the unit result.

The Tel-U-Where Company is helping to accomplish this by facilitating the contact between retailer and consumer, which is recognized as the biggest gap in the distribution of most merchandise. A leading manufacturer describes it to his dealers as "the missing link between national advertising and the ultimate purchase." The service is today operating in every metropolitan market exceeding 70,000 population.

It should be added that there is no charge to the consumer making an inquiry of Tel-U-Where, an impression which the remarks referred to evidently unintentionally created.

PHILIPS WYMAN.

PERIODICAL PUBLISHERS'  
ASSOCIATION OF AMERICA.  
NEW YORK, FEB. 14, 1922.

#### NEXT MEETING

Philadelphia—City Club, March 16-18.

Program: Thursday Afternoon—A Case of Sales Research, by John M. Holcombe, Jr., Phoenix Mutual Life Insurance Co., Hartford, Conn.; Thursday Evening—Problems of General Management, by Henry P. Kendall, Manufacturer and Banker, Boston; Friday Forenoon—Super-Standards, by Frank B. and L. M. Gilbreth, Montclair, N. J.; Friday Afternoon—Budget Control, by George E. Frazer, Frazer & Torbet, Chicago; Friday Evening—Mills and Minds, by Arthur Pound, Flint, Mich., author of the "Iron Man" in the *Atlantic*; Saturday Forenoon—String-Board Graphics, by Percy S. Brown, Corona Typewriter Co., Groton, N. Y., and The Work of the Balance of Materials Clerk, by Thomas W. Mitchell, Philadelphia.

#### TITLE PAGE OF VOL. VI

The Title Page and Contents of Vol. VI may be removed intact from this number by opening the number at the middle and lifting the points of the staples with a knife blade or envelope opener.

BULLETIN OF THE

# TAYLOR SOCIETY

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

## THE PROBLEM OF THE CHIEF EXECUTIVE

A consideration, from the point of view of the medium-sized enterprise, of what the chief executive should be and do; incidentally some observations on the proved value of scientific management on a falling market.

## A TECHNIQUE FOR THE CHIEF EXECUTIVE

"The job of the chief executive is as concrete as the job of the production manager, the sales manager, and a number of other executives whose functions are hardly less complex though on a different scale." An explanation of a proved method of executive control.

## MEASURING WASTE IN INDUSTRY

An examination of the method of investigation (not of the findings) of the (Hoover's) Committee on Elimination of Waste in Industry: Did the Committee's method constitute a beginning out of which will be perfected a valuable instrument for investigation?

Engineering Societies Building  
29 W. Thirty-Ninth St.  
New York

APRIL, 1922

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