

HOWEVER, when one can visit as well managed plants as those of the Corona Typewriter Company, and can incidentally get a ninety-mile automobile ride through country as beautiful as is Onondaga County (the rain made it only a richer green and even more beautiful!), and is served a delightful buffet lunch, and is privileged to listen to music by a real band—one is convinced that pleasure (not mere amusement) can profitably be combined with business. We wish the cards of future meetings could be so dealt as to make possible a similar element in each meeting. To the H. H. Franklin Company and the Corona Typewriter Company the Society is deeply indebted for hospitality, and for the opportunity of studying, firsthand, cases of most progressive managements, and of observing the incidental mechanisms in operation. The president of the Corona Company paid the Society a high compliment when he made the theme of a brief and happy address of welcome, the idea that the plants were being complimented by being visited. But the real compliment, with respect to both visits, was to the members and guests of the Society—that their purpose should have been taken so seriously and such adequate provision have been made for profitable observation and inquiry.

ONE of the most satisfying incidents of the meeting was the reaction of the audience to Mr. King's paper on cycles and to the formal discussion of that paper by Mr. Brown and Dr. Stone. It was known of course to those who were "in the know" that the paper and formal discussions would be of the highest grade, and clear and interesting—to those interested. But there was some uncertainty as to the degree of interest which would be manifested by "practical executives" who not many years ago, were as a class little concerned with such "theoretical and high-brow" matters, as they then called them. But the interest in the cycle paper and discussion was as great—and that is saying a great deal—as was the interest in the more "practical" papers and discussions of the other sessions. Apparently the recent depression has given a new turn to the thinking of executives and a new basis for valuation of things once "practical" or "theoretical." Perhaps efforts of the Taylor Society and of the *Bulletin* have had something to do with it, as far as concerns the particular audience whose reaction we are reporting. At any rate, the members and near-members of the Taylor Society now recognize the cycle as a practical problem, and are disposed to push to the limit the inquiry how an indi-

vidual enterprise can stabilize its affairs in a "wabbly" economic environment, and how by joint effort the wobble of the environment itself can perhaps be diminished. It is now recognized by the Taylor Society group of executives at least, that economical internal technical management varies directly with stability of economic conditions external to an enterprise.

AMONG the many good points in Mr. Wellman's paper which aroused the interest of his audience was this; the futility in many instances of seeking the last \$100,000 required sales by pouring more money into advertising, service and other similar items of expense. The "buying of orders" is subject to the law of diminishing returns, and the time comes sooner or later when the cost of the additional increment of "bought orders" amounts to more than the profits on the increment. Therefore an enterprise may show a good record of increasing sales and at the same time may be shaping its course towards certain bankruptcy. Stimulation of orders through advertising and special service is profitable up to a certain point, but the basic resource of the wise sales administration is better management—a dependable product economically produced, thorough market analysis, careful planning of a sales campaign, better personal salesmanship by salesmen, better training and supervision of salesmen, prompt deliveries. The feature of Colonel Hall's paper which most impressed the audience was this; that whereas they had expected merely to hear about the planning department of the shop, they really were privileged to listen to a paper on a planning department for the business as a whole—a planning department serving the directors, major executive officers and sales and financial departments, as well as the factory manager. What the planning department had come to be at the Joseph & Feiss plant, under the guidance of Mr. Feiss and Colonel Hall, was a revelation.

A BOOK cannot be reviewed until it is actually published, and when the life of Frederick W. Taylor is published, which will be this fall, a review will be offered in the *Bulletin*; but we have had the privilege of examining the manuscript and are inspired to say something about it. It is, as a biography should be, the story of Taylor the man—the life story of an individual from childhood to death, the picture of a personality, of activities, successes, failures, and of the inheritance and environment which made him what he was. But there is this about the life of Taylor; while it is the

story of Taylor the man, it is the story of a man who devoted his life to one single purpose, in business, in recreation, in everything—the purpose of discovering a technique of doing everything in accordance with the basic facts involved, these being ascertained by adequate observation, experiment and analysis. Therefore interwoven into the story of the individual is necessarily the story of the origin, development and nature of scientific management; and because the history of scientific management is presented as the life of a man is portrayed, we believe it will make scientific management more comprehensible than anything which has been published. Members and friends of the Taylor Society are to have a special privilege; arrangements have been made whereby about the time this *Bulletin* appears, they will be offered the opportunity of subscribing to a special edition of the life, superior in binding and stock, at the price of the later market edition.

AN INTERNATIONAL SOCIETY

IT may have been observed by the reader that the word "international" has been introduced into the explanatory sub-title of the name Taylor Society, on the cover of this issue. This has been done only after considerable thought, for the Taylor Society abhors pretense and is perhaps overcautious in what it asserts concerning its status.

What makes an organization international? Certainly not the mere assumption in the use of the word international. The fact that it is open to membership the world over? In part. The fact that it has international membership? In part also. The fact that that for which it stands is of universal import, and recognizes no international lines? In very large part.

Good management is as much a problem in one country as in another. Sound principles of management are valid in one as in another. Proved mechanisms of good management are as useful in one as in another. No more variations is required in their adaptation as between say France, Japan and the United States, than is required as between say New York, North Carolina and California.

The Taylor Society has conducted no campaign to secure membership in other countries than the United States; such membership has sought the Taylor Society. Notwithstanding the difficulty of rendering full service to those so far removed from the "seat of operations," and notwithstanding the obstacle in the rates of exchange, the membership of the Taylor Society in countries other than the United States today is as follows:

France, 15; Sweden, 9; Japan, 8; Canada, 6; Switzerland, 5; Great Britain, 4; Norway, 2; Australia, China, Denmark, Germany, Italy, Java, and Uruguay, 1 each.

In each of these countries are exceptional executives, seeking all there is to be learned concerning sound management principles and proved management practice, wherever these are to be found the world over. They realize that the United States has much to offer and that the Taylor Society is a conduit through which that much may pass to them. Under all the circumstances the *Bulletin* is to them the most valuable asset the Society has to offer; through it they are able to attend our meetings, ascertain our ideas, observe our practice. In a recent issue we printed the observation of an English executive that the *Bulletin* is "quite the most progressive and instructive literature that comes to us from America." Only the other day we received an aerogram to send immediately certain issues of the *Bulletin* to a certain firm in Europe.

WASHINGTON NEWS LETTER

Washington, D. C., June 1, 1923.

"Scientific Management is that kind of management which conducts a business or affairs by standards established by facts or truths gained through systematic observation, experiment, or reasoning." Greater appreciation and recognition of the importance of facts, and then more facts, in the conducting of business enterprises is evidenced by the steady increase in the circulation of the *Monthly Survey of Current Business*, published by the Bureau of the Census. This bulletin of business activity, first published in August, 1921, had 2,956 subscribers on January 1st, 1923, and on May 1st, 3,555. It carries numerical data and index numbers on the production of nearly all basic commodities, and is steadily broadening its scope. The editor, Mr. Mortimer B. Lane, told me recently that his ideal is to build up *The Survey* until it includes not only indices of production, but also of stocks or inventories, and also of consumption. But to do that, he said, means developing a highly simplified system of reporting the salient facts by hundreds of businesses, while at the same time enlisting the support of many executives through demonstrating the usefulness of such data.

Granting that executives could more accurately plan their activities if we had more complete information on the relative rate of production to compare with similar facts regarding the relative rate of consumption, supplemented by correlated index numbers of quantities on hand, or available, in raw material, and in finished