

DEVELOPING THE APPLICATION  
PROCEDURE30/30  
7/1/24CONDUCT OF GENERAL CONFERENCE - continued

## PROCEDURE OF CONFERENCE - continued

Voting for Tentative Adoption of Selected Items under Discussion - continued

2. Opinion is so diverse that further discussion will only bring further confusion.
3. Minority opinion is very strong.

In this case the minority group should be interviewed personally during the next adjournment period.

Adoption of Recommendations

The adoption of recommendations must be unanimous.

Some difficulty may be experienced in getting delegates to vote.

Explain to delegates the procedure necessary to make the recommendations effective for the entire industry.

The Department of Commerce, in publishing the recommendations as one of the Elimination of Waste series, gives the recommendations the approval of the Department. This publication will not be made until the unanimous consent of all concerned in the industry, not only those represented at the conference, is secured.

Eighty per cent acceptance will be considered unanimous.

One hundred per cent unanimous approval required from delegates present, approval as individuals not committing firms or business connections in any way.

If the Chief of the Division is not presiding, call on him or a representative of the Division to explain these requirements or to substantiate your statement.

Call for presentation of resolution.

Call for vocal vote, aye and no, on adoption of resolution.

Ask for nomination of committee provided by resolution.

Suggest appointment of all names nominated.

Nominations will include the picked committee and any additional names suggested.

Closing of Conference

State that the representative of the Division of Simplified Practice has a few words to say before closing.

The Chief of the Division if present or a member of the Division staff will thank the delegates for attending and make such other remarks as may be pertinent.

Adjournment

Request motion to adjourn.

End

Locating an Office<sup>1</sup>

## A Scientific Analysis of the Factors to be Considered

By WARREN D. BRUNER

President, Bruner and Simmons, Inc., Chicago

WHEN Andy Gump asked the Executives Club of Chicago to advise him as to the best location for the office of the Gump Consolidated Combined Hair Brush and Mirror Company, he raised a question that has become more and more insistent with the advent of high rentals and with the increasing ratio of office workers to factory workers. With office space in the newer buildings in downtown locations in the large cities renting at \$4.00 and \$5.00 a square foot a year, managers are beginning to ask questions. Is it necessary for our office to have such a location? If necessary for part, is it necessary for all? What service and conveniences are we getting for this expenditure? Can we get along with less space by a scientific study of the work to be performed and planning the arrangement to fit those needs?

And as study is made to determine the answers to these questions, the managers are learning things about the needs of their businesses and the requirements of their offices and office forces that they had not previously suspected.

Once the subject has been opened up, the inquiry should be directed all the way back to fundamental financial, production, sales and service policies and information gathered as to the actual requirements of the business. For a manufacturing enterprise about to start, the inquiry should consider also the question of the location of the plant. Likewise for a company already located but in a position to move without too great a sacrifice of its investment. For the great majority of plants, however, a change in location of the entire plant is not possible, although a change in the location of the office is. For this reason, and because many businesses consist entirely of offices, this discussion will concern itself primarily with the location of offices.

There are four stages to the problem, although not all of them apply in each particular case:

A. *In what city or town?* Should the main office

be located at the factory? Should there be one central office, or branch offices?

B. *In what part of the city?*

C. *In what site or in what building?*

D. *In what part of the building?*

There are a number of criteria to be applied in each of these stages.

In What City or Town?

The decision as to the city or town in which the office should be located is the first that has to be made.

1. *Requirements of the work to be performed.*

The first things to consider are the requirements of the work and how well those requirements can be met in a particular city. Are the manufacturing processes such that physical contact is necessary between the factory and the office, or between certain departments? Are there conditions about the work that require extra electric power or water supply, an unusual amount of space, exceptional light or freedom from noise or other distractions, or isolation from other industries? Are features of the business likely to be affected favorably or unfavorably by local zoning or other ordinances? These and a number of other questions concerning the work being performed give a good start to the investigation.

2. *Fire Protection.* Of importance also is the amount of fire protection afforded in a given city. Is the water pressure sufficient? What are the fire-fighting facilities locally and how well drilled are the firemen? In case of a forest fire or huge conflagration what are the facilities in neighboring communities?

3. *Convenience as regards customers.* Here is where the sales policy plays an important part. Is the product sold by attracting customers to the establishment as in the case of a department store or bank, or by means of salesmen calling on them, or by correspondence? The investigation should embrace also the question whether numerous branch offices or local agencies result in better service to customers and more sales than one central office.

<sup>1</sup>A paper presented at a meeting of the Chicago Section of the Taylor Society, April 24, 1924.