

1. Control of production.
2. Control of quality.
3. Sterilized cans daily available to our members for their product.
4. Pasteurizing and bottling when product was fresh.
5. A minimum of handlings.
6. Gravity control from receiving door through entire plant to railroad car door and a straight line from plant to consumer on the outgoing milk and returning empties via our 250 city stores.
7. No duplication of a foot of territory or a ton mile of transportation.
8. Time saved which made for a superior product as it reached the consumer's hands. (The freshness of milk is vital.)
9. Cash sales only with charge for the bottle as against 45 to 60 days' time before the producer received the money for his product. This alone furnished all the working capital the plant required and saved a tremendous bottle waste. Since the consumer was reimbursed for the bottle on its return, he treated it as of value.

The result of these advantages worked out approximately as follows:

Our plant expenses for preparing and bottling have been reduced to less than one-quarter the estimate given to the Fair Price Committee as the usual plant cost of bottling, pasteurizing, etc.

Our loss on the bottle account is one-twentieth the estimate of loss furnished the Fair Price Committee.

Our cost of delivery to consumer's hands at our store is one-quarter the cost as given by the large distributors to the Committee for a bottle of milk delivered to the home—no middleman or endman, no organization dues, no brokerage or selling expense to the producer.

The results can be covered in a very few words: The highest grade of milk at 33 1/3 per cent lower price to the consumer with as large, or larger, return to the producer together with a sure daily market for his product. A plant that is being paid for by generous amortization charges and annual dividends to producers on their cash investment and a most attractive quality product available at our stores at a price well within the reach of the masses. All of this has been accomplished by cooperative effort in the application of the principles of scientific management in the fields of production and marketing.

### News of the Sections and Student Branches Programs and Personnel

FROM various sections of the country comes news of the interest of members in section activities and of successful section meetings on a variety of subjects. The report following lists meetings during the current season which have been reported to the New York Office.

#### Eastern Massachusetts

The Eastern Massachusetts Sections elected officers at its January meeting: Chairman, T. A. Smythe, Dennison Manufacturing Co., Framingham; Secretary-Treasurer, R. L. Tweedy, The Manufacturers' Research Association, Boston; Chairman of Arrangements Committee, Halbert G. Burton, Walworth Company, Boston.

The current year's meetings have included:

November 18. Joint meeting with Associated Industries of Massachusetts, Bureau of Commercial and Industrial Affairs of Boston Chamber of Commerce, Harvard Mercantile Health Board, Massachusetts Society for Mental Hygiene, Retail Trade Board of Boston and the Society of Industrial Engineers, on "Practical Psychology in Business." Wallace B. Donham, Dean of Harvard Graduate School of Business Administration, presiding; addresses by Dr. C. Macfie Campbell, Director of Boston Psychopathic Hospital; Dr. Abraham Myerson, Professor of Neurology, Tufts Medical School; and Dr. Elton Mayo, Wharton School of Commerce and Finance.

December 14. H. S. Dennison, President Dennison Manufacturing Co. "Balancing Manufacturing and Distribution."

January 25. R. A. Feiss, Dennison Manufacturing Co. "Organization in Industry."

The next meeting is an all day session, Friday, May 7, with the parent Society cooperating. The papers include "The Manufacturers Research Association Wage Payment Plan" by A. B. Rich, Assistant Manager of Works, Dennison Manufacturing Co.; "The Management Movement" by H. S. Person, Managing Director of the Taylor Society; and "Top Control" by John H. Williams, Consulting Engineer, New York.

#### Central New York

The Central New York Section at its December 11 meeting elected as officers: Chairman, Robert Julius Andersen, Bowen Products Corporation, Auburn;

Vice-Chairman, C. L. Nicholson, 2nd, Pass & Seymour, Syracuse; Secretary-Treasurer, E. F. Papworth, Brown-Lipe-Chapin Division, General Motors, Syracuse; members of the Executive Committee: Percy S. Brown, Corona Typewriter Co., Inc.; Will H. Smith, International Heater Co., Utica; George H. Newman, Syracuse Chilled Plow Co.; Dr. Donald A. Laird, Colgate University.

The following meetings have been held:

October 9. W. W. Bates, Assistant to General Manager for Personnel, Delaware and Hudson Company, "Personnel Activities of the Delaware and Hudson Railroad."

November 7. Guests of the Colgate University Taylor Club at Hamilton, New York. See report on page 86.

December 11. Raymond Starr, Assistant to the Planning Engineer, Corona Typewriter Co., Inc., "A Graphic Method for the Determination of Economical Lot Sizes."

January 29. A. B. Merrill, Vice President of the First Trust & Deposit Co., Syracuse. "The Banker's Attitude Toward Industry."

February 26. Arthur L. Mann, New York State Department of Education. "World Conditions Affecting American Industry Today."

March 26. Joint meeting with local associations of Purchasing Agents, Cost Accountants and Credit Men. Dr. P. G. Agnew, Secretary, American Engineering Standards Committee. "International Standardization."

April 30. Norman T. Thomas, Agent of the Utica Steam and Mohawk Valley Cotton Mills. "Modern Methods in Textile Manufacture."

#### New York Southern Tier Counties

September 14. W. H. Leffingwell, Management Specialist, "The Use of the Measuring Stick in the Office."

October 12. H. S. Owen, Production Manager of the Ritter Dental Manufacturing Co., Inc., Rochester. "Determination of Manufacturing Order Quantities."

November 9. Ray W. Darnell, Corona Typewriter Co., Inc., "Control and Costs Through Standard Costs."

December 14. Joint meeting with the Industrial Relations Association, Elmira District. W. W. Bates, Assistant to General Manager for Personnel, Delaware and Hudson Company. "Personnel Activities of the Delaware and Hudson Railroad."

January 11. Myron J. Hayes, Works Accountant, Eastman Kodak Co. "Furnishing to Foreman Cost Information Which Produces Results."

February 8. C. B. Hutchings, Brookmire Economic Service. "The Necessity for Research and Efficiency in Sales."

March 8. S. G. H. Turner, President of the Second National Bank of Elmira, and of the Shepard Electric Crane & Hoist Co., Montour Falls. "Financial Problems of Management."

April 12. A. E. Rhodes, Treasurer and Assistant General Manager, American La France Fire Engine Company, Elmira. "Finance."

At this April 12 meeting, the following officers were elected: Chairman, Earl G. Crooks, Willys Morrow Co.; Vice-Chairman, Edgar D. Sebring, Corona Typewriter Co., Inc., who has so long served the section as Secretary; Secretary-Treasurer, Otto Hilbert, Corning Glass Works; and Directors, Frank A. Hatch of Shepard Electric Crane & Hoist Co., J. C. Kennedy of Kennedy Valve Manufacturing Co., J. H. Brautigam of American La France Fire Engine Co., and Benjamin Rathbun of Chemung Foundry Corporation.

April 28. Joint Meeting with the Industrial Relations Association, Elmira. Arthur L. Mann, Supervisor of Industrial Education of the State Department of Education, "Fundamentals of Foremanship."

At the June meeting, the retiring chairman of the section, Frank A. Hatch, Vice President and General Manager of the Shepard Electric Crane & Hoist Co., will be the principal speaker.

#### Philadelphia

The Philadelphia Section, headed by Charles N. Underwood as chairman and Victor S. Karabasz as secretary, has cooperated with the student branches at the Wharton School and at Temple University.

The following meetings have been held:

October 14. Dr. H. S. Person, Managing Director of the Taylor Society. "Increasing Complexity of Management." Percy S. Brown, Works Manager, the Corona Typewriter Co., Inc. "What the Taylor Society Can Do for Managers."

November 18. Walter Fuller, Secretary, Curtis Publishing Co. "Standardization Work in the Curtis Publishing Co."

December 16. J. L. Stone, head of Statistical Department, Henry Disston and Sons, Inc., and S. L. Kederski, of the same organization, "Scientific Business Forecasting."