

Selling	YES		NO	
	Per cent	Per cent	Per cent	Per cent
C 1. Do you have any special provision for selection of salesmen—tests or other devices?.....	38	62		
C 2. Do you have any provision for the special training of salesmen?.....	68	32		
C 3. Do you make continuing or special studies of sales territories as a basis of assignments to salesmen?.....	78	22		
C 4. On what basis are salesmen paid?				
a. Straight salary.....	33			
b. Salary and bonus.....	21			
c. Straight commission.....	21			
d. Salary and commission.....	13			
e. Drawing account against commission.....	9			
f. Salary, commission and bonus.....	3			
C 5. Do you have any method of "rating" salesmen's ability.....	59	41		
C 6. Do you have in your sales department a unit corresponding in principle to the "planning room" of a production department, which—				
a. Schedules salesmen?.....	50	50		
b. Prepares material for salesmen?.....	78	22		
c. Prepares information for salesmen?.....	84	16		
d. Checks progress of sales—				
1. by territorial units?.....	89	11		
2. by salesmen?.....	84	16		
3. by items or classes of items?.....	81	19		
A large number of "Noes" to D 1, D 2, and D 3 is from the same companies				
C 7. Do you establish sales quotas?				
a. Based on past sales?.....	78	22		
b. Built up on forecasted market possibilities?.....	76	24		
c. By salesmen?.....	66	34		
d. By territorial divisions?.....	82	18		
e. By individual products or items?.....	69	31		

General

D 1. What are the two or three outstanding new and apparently permanent problems of marketing management which have come to you during the past eight years?

Listed in approximate order of frequency:

1. Hand to mouth buying.
2. Selection, training, and supervision of salesmen.
3. Newer methods of distribution.
4. Reduction of distribution costs.
5. Advertising.
6. Sales Research.
7. Competition (price cutting, cheaper lines, substitution, foreign, etc.).
8. Chain stores, co-operatives, and syndicate buying groups.
9. Market analysis.
10. Change in style, demand, etc.
11. Organization of retail outlets, and overcoming the ignorance of the retailer.
12. Use of nationally advertised brands by retailers as "loss leaders."
13. Establishment of sales quotas.
14. Special to particular industries. (Used cars, prison-made goods, etc.)
15. Sales budgeting.
16. Scientific determination of selling costs.
17. Operation in buyer's instead of seller's market.
18. Filling out lines to smooth production and sales curves.
19. Quicker obsolescence.
20. Adaptation of product and package to suit tastes of consumer.
21. Interest of wholesalers in their own private brands.
22. To increase the efficiency of the wholesale point.
23. Multiplicity of numbers exactly alike.
24. Increased demand on manufacturers for special orders and immediate service.
25. Planning of merchandise to anticipate seasonal demand.
26. Location of stocks.
27. Increased production.

THE BUSINESS MAN of the future must become more and more a master of the sort of prophecy that straight and impersonal thinking makes possible. It means that the business man must apply scientific thinking to his problem. By scientific thinking I mean the sort of thinking that judges by results; that judges on the basis of facts instead of hopes, wishes, dreams, prejudices, or conventions. . . . If we refuse to improvise, to guess, and to gamble, and force ourselves to think clearly from cause to effect, we shall see that whatever is going to happen in business and industry during the next ten or twenty years is really here now—if we only take the trouble to see it. When we business men are taken

by surprise at some turn of affairs that upsets our calculations, we are too likely to say, "Now, who'd have thought that possible?" So many unprecedented things are going to happen in the next decade or so that it behooves us to get into the habit of thinking ahead and of saying, when we are surprised, only, "Now, what factor did I overlook in my planning?" There is a French phrase which runs: *Voir; Prevoir; Pourvoir*, which, freely translated, means "see to foresee; foresee in order to provide." This is a motto that we business men would do well to keep conspicuously on our desks during the years of change and readjustment that lie just ahead. (Edward A. Filene, *The Way Out*, pp. 50-52.)