

part, had to do with finished products sold to individual consumers or homes. But the driving force of a deep-seated want in relation to an adequate inducement is by no means confined to such problems.

Note how the campaign on the G. T. M. dramatized the expert advice of the Goodyear Technical Man, who is specially trained to advise the factory executive on whom he calls as to just what belting to use for a particular purpose, thus satisfying his fundamental desire for better results at less cost. We are told that during the first five years of this plan, the inducement—expert service combined with good belting—increased sales 450 per cent.

We have another good example in the building industry. Several years ago, the International Cement Corporation developed a high-early-strength cement, which is ready to use in twenty-four hours, as against a week to a month in the case of ordinary Portland cement. This product serves a very widespread want among architects, engineers, contractors and owners—a saving in time, a saving in money, and the added value of being able to use the construction at once. The manager of one local mill was able so to capitalize on this inducement that his earnings in 1930 exceeded all other units in the system. His plans and methods are now being extended throughout all territories.

**The Most Common Cause of Inadequate Planning for Sales**

There may be a score of reasons for unsound or incomplete sales planning, but in American industry today there seems to be one weakness that is more common than any other, the subjective type of mind in a position of great responsibility.

A curious and amusing example, which happens to be physical rather than mental, is the story of an advertising man who confused his associates because he refused to include in a radio program any music which exceeded twenty-five hundred vibrations despite the fact that many fine programs included musical notes as high as ten thousand vibrations.

Quite by accident the evidence of electrical tests suggested a personal checkup which in turn showed that he had a peculiar form of deafness which made

it impossible for him to hear any music above the twenty-five hundred limit.

This sort of deafness or blind spot has many different forms. Who cannot think of case after case where forward thinking has been discouraged or a sound conception killed for some such reason?

Planning for sales is the one outstanding problem of planning for the business as a whole, the dominating and all-important responsibility of American management today—the supreme test of the open-mindedness, flexibility, imagination, humanity and judgment of the top management itself.

**Conclusion**

To provide the "fuel mixture" or driving force in a sales plan, the management or marketing executives need a rich background of facts.

Forward thinking may arise from general experience and judgment or it may start from one definite factor or a set of facts.

In any event, there must be a constant action and reaction between facts and creative thinking. These charts which represent the contents of what we call an Analytical Outline (Figure 2) suggest the scope of studies which are necessary to comprehensive planning for sales.

The driving force which we have characterized as "fuel mixture" seems to tie in rather closely with the commonly used term of "merchandising." But our conception of the *primary driving force* is essentially dynamic, broad enough to cover not only product, and the relation of product to the business as a whole, but whatever other factor or element is necessary in order to provide a compelling inducement and make possible a powerful sales plan.

The factor of combustion or propagating the inducement naturally covers all advertising efforts, all sales promotion, all the work of the sales organization—an equally important phase of business which should be covered in a separate paper on that one subject.

Mention was made of the fact that in an automobile perhaps 70 per cent of the energy of the gasoline may be dissipated through the cooling water and the exhaust. Unquestionably, the loss of fundamental energy in a sales program by reason of lost motion among retailers, wholesalers, etc., is almost incalculable. That, too, is a vital question which might well be the subject of a separate paper.

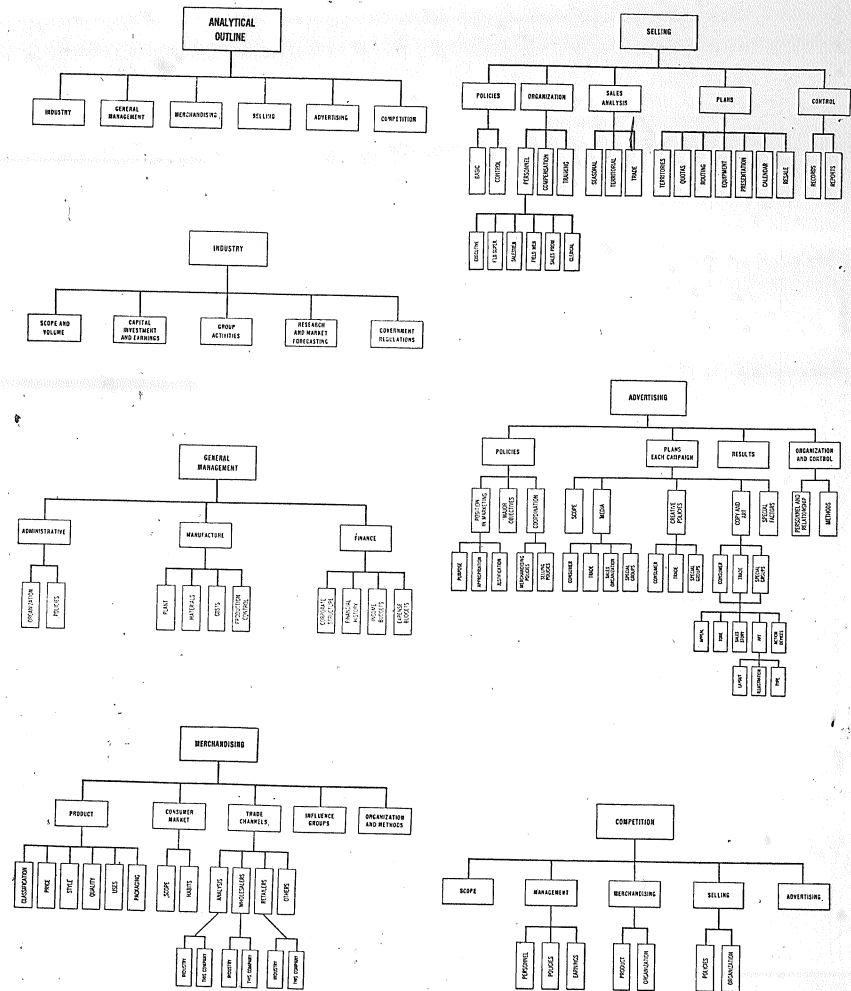


Figure 2  
Detail of Analytical Outline Chart