

the total reported sales of dealers in motor vehicles. This figure is in line with the percentage of used car sales of automobile dealers in the City of Washington and with the estimates of experienced men in the industry. The balance of our allowance under this head, totaling \$1,500,000,000, is made up of sales of second-hand stores, being \$153,000,000, and of an estimate for used furniture and some other commodities acquired as purchases or as trade-ins by dealers in new goods.

Another test of the plausibility of the estimates here presented may be made by comparing them with King's<sup>17</sup> year-by-year "The National Income and Its Purchasing Power," Chapter XVIII.

year estimates of total values of commodities sold by retail merchants to their customers. Although no detailed explanation of the computation of these latter estimates is supplied, they appear to have been carefully made by substantially the same methods herein described.

The latest year for which King has given a figure is 1928; his preliminary estimate for that year is \$57,867,000,000. If we apply to this amount the indexes of 1928 and 1929 for department store sales, as computed by the Federal Reserve Board, we get a rough estimate for 1929 of \$59,000,000,000, which may be accepted for the present purpose as somewhere near King's probable result.

Following is a comparison of our figures for retail values

TABLE 6  
ESTIMATED RETAIL VALUES OF CONSUMERS' GOODS PRODUCED  
SUMMARIZED BY MAJOR COMMODITY GROUPS AND SUB-GROUPS  
(Millions of Dollars)

	1909	1914	1923	1929		1909	1914	1923	1929
FOODS AND BEVERAGES	7647.0	9298.7	16599.0	20026.6	FURNITURE AND HOUSE FURNISHINGS	1070.4	1211.5	3514.0	4131.4
Groceries	1560.5	1839.6	3496.8	3856.6	Furniture (house)	328.4	381.7	1248.7	1414.5
Meat and Poultry	1815.6	2286.2	3322.8	4832.0	House Furnishings	280.3	302.1	834.3	902.6
Milk, Butter, Cheese and Eggs	1208.9	1439.2	2999.1	3479.1	Electrical Appliances and Supplies	96.9	127.5	365.2	705.9
Confectionery and Ice Cream	183.0	309.2	908.6	1042.8	Household Supplies	177.9	209.4	502.6	556.5
Non-Alcoholic Beverages	62.1	83.4	319.7	365.3	Crockery, China and Glassware	96.3	88.0	261.9	247.0
Bakery Products	471.4	584.1	1333.8	1793.8	Art Goods and Supplies	5.7	6.5	12.7	16.3
Vegetables <sup>18</sup>	436.6	1100.6	1383.3	1302.0	Stoves and Ranges	84.9	96.3	288.6	288.6
Fruits and Nuts	401.3		1152.9	1199.0	MUSICAL INSTRUMENTS AND RADIO	140.3	162.4	582.3	919.9
Fish and Other Sea Foods (fresh)	69.0	77.0	182.0	156.0	Musical Instruments	140.3	162.4	486.7	304.5
Alcoholic Beverages	1438.6	1579.4	1500.0	2000.0	Radio			95.6	615.4
CIGARS, CIGARETTES AND TOBACCO	532.5	618.0	1300.9	1552.0	COAL AND WOOD	655.7	799.3	1557.4	1261.3
CLOTHING	3522.8	3833.1	10317.9	10387.9	Coal	622.7	759.3	1470.4	1211.3
Women's Clothing	643.2	790.8	2475.0	2930.0	Wood	33.0	40.0	87.0	50.0
Clothing, Men's and Boys'	756.6	712.6	1830.7	1507.4	HARDWARE, TOOLS AND PAINTS	147.0	165.8	467.7	547.5
Boots and Shoes, Other					Hardware	66.4	73.6	213.7	204.6
Footwear	740.5	829.1	1713.9	1620.0	Tools	6.7	7.0	17.1	13.7
Men's Furnishings	259.6	292.4	632.4	627.6	Paints and Varnishes	73.9	85.2	236.9	329.2
Millinery	179.4	207.5	431.7	483.3	JEWELRY AND SILVERWARE	240.7	242.7	575.0	577.6
Fur Goods	121.6	88.4	360.0	503.6	Jewelry	173.3	181.8	436.8	430.3
Hats and Caps	132.3	128.6	260.7	249.6	Silverware	67.4	60.9	138.2	147.3
Dry Goods and Notions	106.5	94.9	367.1	413.6	DRUGS AND TOILET GOODS	252.9	308.9	874.8	1117.0
Cotton Goods	93.0	105.4	305.0	236.7	Drugs, Chemicals and Preparations	166.4	199.2	451.2	603.4
Silk Manufactures	118.4	152.5	463.3	426.7	Toilet Articles and Preparations	86.5	109.7	423.6	513.6
Woolen and Worsted Goods	33.5	30.9	85.6	70.0	BOOKS, PERIODICALS AND STATIONERY	545.0	663.4	1306.8	1681.3
Knit Goods	289.6	352.9	1281.7	1186.7	ALL OTHERS	624.3	681.3	1300.4	1278.6
Gloves	48.6	47.1	110.8	127.7	GRAND TOTAL	15861.2	18862.7	42765.3	48632.2
TRANSPORTATION	482.6	877.6	4369.1	5151.0					
Automobiles	166.1	414.9	2674.9	2951.2					
Gasoline and Oil	88.5	166.5	940.4	1389.4					
Automobile Parts and Accessories	61.0	124.8	616.0	691.3					
Motorcycles and Bicycles	11.5	23.9	36.9	27.7					
Carriages and Wagons	144.3	133.6	66.6	49.6					
Ships and Boats	11.2	13.7	32.3	33.9					
Aircraft		2	2	8.0					

<sup>18</sup>"Fruits and Nuts" combined with "Vegetables" in 1914 figure.

of consumers' goods, excluding alcoholic beverages, with King's figures:

	(In millions of dollars)		
	<i>King's Estimate</i>	<i>Our Estimate</i>	<i>Ratio to King's Estimate</i>
1909	18,300	14,423	79.0%
1914	21,790	17,284	79.3%
1923	51,240	41,265	80.5%
1929	59,000 <sup>19</sup>	46,632	79.0%

The steadiness of the ratio suggests that a uniform explanation for the discrepancy of some 20 per cent may be found. Part of the explanation lies in the fact that King's estimates include producers' and construction goods which come to about

<sup>19</sup>Assumed as a probable approximation; see text.

12 per cent of all retail sales. Another factor is an apparent excess, amounting to 8 to 9 per cent, of the figure for 1929 (assumed) over the probable total of retail sales based on the Census of Distribution.

However, it would require an item-by-item comparison to determine whether this suggested explanation is adequate or whether the constant discrepancy between King's estimates and our own arises from other sources.

As a further test, Table 6, a summary in more detail of the estimates for major commodity groups and sub-groups, is submitted for examination and criticism. It is hoped that any who are interested will call on the writer for additional explanations and will propose whatever corrections seem to be called for.

### Annual Business Meeting

THE Annual Business Meeting of the Taylor Society was called to order at 4:30 P.M., December 3, 1931, in the Small Ball Room of the Hotel Pennsylvania, New York. The meeting was opened by President Kendall and the presence of a quorum recorded. Reading of the minutes of the previous meeting was waived. The Managing Director then made an informal statement concerning the affairs of the Society and expressed the intent to send Mrs. Frederick W. Taylor, in the name of the Society, an appreciative response to a message of greeting which had come from her. The report of the Treasurer was received, placed on file and mimeographed copies distributed among those present at the meeting.

The committee which had opened and counted letter ballots for the election of officers reported the result of the election as follows:

#### Officers

President and Director (1 year): Sanford E. Thompson, President, The Thompson & Lichtner Co., Inc., Boston.

Vice President and Director (2 years): W. H. Leffingwell, President, W. H. Leffingwell, Inc., New York.

Treasurer and Director (1 year): Edward W. Clark, 3rd, E. W. Clark & Co., Philadelphia.

Directors (2 years): George E. Frazer, Partner, Frazer and Torbet, Chicago; Mary B. Gilson, Department of Economics, University of Chicago, Chicago.

#### Nominating Committee

The following were selected as a Nominating Committee for the ensuing year: H. P. Dutton, Chicago; Norman C. Firth (Chairman), New York; King Hathaway, New York; Milton C. Herrmann, New York; G. E. Schulz, New York.

#### Message from Mrs. Taylor

The message which had been received from Mrs. Taylor read as follows:

From Boxly go cordial greetings on the occasion of the Twentieth Anniversary of the founding of the Taylor Society. I have, I think, a growing realization of the fundamental way in which the Society is carrying on the high tradition of Scientific Management. It would certainly be a great satisfaction to Mr. Taylor, as it is to me, to see the way in which his collaborators, his friends and those who have become imbued with the importance of his teachings are co-operating to carry on the work which he initiated. Especially in this time of world-wide stress it is especially gratifying to see the way in which individually and collectively the members of the Taylor Society see a way out of our difficulties in the widening application of Scientific Management.

I congratulate you one and all for what has already been accomplished and devoutly pray for the continued usefulness of the Society.