

TAYLOR SOCIETY

ENGINEERING SOCIETIES BUILDING
29 WEST THIRTY-NINTH ST., NEW YORK

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OBJECTS OF THE SOCIETY

(Extract from the Constitution)

The objects of this Society are, through research, discussion, publication and other appropriate means:

1. To secure an understanding and intelligent direction of the principles governing organized effort for the accomplishment of industrial and other social purposes for the mutual benefit of
 - A. The Community
 - B. Labor.
 - C. The Manager
 - D. The Employer
2. To secure the gradual elimination of unnecessary effort and of unduly burdensome toil in the accomplishment of the work of the world.
3. To promote the scientific study and teaching of the principles governing organized effort, and of the mechanisms of their adaptation and application under varying and changing conditions.
4. To promote general recognition of the fact that the evaluation and application of these principles and mechanisms are the mutual concern of the community, labor, the manager and the employer.
5. To inspire in labor, manager and employer a constant adherence to the highest ethical conception of their individual and collective social responsibility.

(Continued on inside back cover)

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BULLETIN OF THE TAYLOR SOCIETY

A SOCIETY TO PROMOTE THE SCIENCE AND THE
ART OF ADMINISTRATION AND OF MANAGEMENT
ENGINEERING SOCIETIES BUILDING
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SCIENTIFIC MANAGEMENT APPLIED TO THE SALES DEPARTMENT

1. Report of the Committee on the Questionnaire.
2. Report of the Committee on the Organization and Functions of the Sales Engineering Department.
3. Report of the Committee on the Organization and Functions of the Sales Operating Department.

COMMENT

THIS last number of Vol. V is the smallest issue of the BULLETIN which has appeared for a long time and is devoted to but one subject; yet we are confident it will be valued highly and will be studied by executives more thoroughly than have many of the larger issues.

TALL oaks from little acorns grow. At the round-table Conference on "Scientific Management Applied to the Sales Department," held at the May meeting in Rochester, was planted a little acorn. At the Conference of Sales Executives held in New York on June 25, the little acorn had grown into a healthy sapling. It appears likely to become a sturdy young tree by the time the reports contained in this issue are rendered. We hope it will there be proved that the acorn was planted in such fertile soil that the young tree is sure to become a tall oak: That depends upon the sales executives more than upon the Taylor Society. Every sales executive who is interested in this investigation and who desires to promote it, is invited to indicate his desires to the Society.

IT is acknowledged that the preliminary reports of committees which appear in this issue represent no more than a beginning. The reports themselves state explicitly that no new principles or methods have been discovered. The committees have been able to accomplish only those steps which must be first (and which are most important) in all such inquiries; ascertain what is already achieved in the best practice and derive therefrom useful generalizations as a basis for further inquiry. The useful generalizations which seem to be brought out in these reports are: first, that planning and performance are the two major functions in distribution as well as in fabrication; second, that they are the two major functions in an enterprise as a whole; and third, that planning for the enterprise as a whole is more closely related to distribution than to fabrication for the reason that the motive for an industrial enterprise arises out of the demand of consumers, with whom the distributing organization has the closest contact. Hence the term "sales engineering."

AS is stated in the committees' reports, other terms than "sales engineering" are found to be in use,—such as "sales planning" and "merchandise control,"—to designate this major function. The use of the term "sales engineering" in these reports is largely an accident, and the question of terminology is an open one. In the course of committee meetings, although the organizations represented by several of the members use other terms, no question was raised of the undesirability of the term employed. We have, however, received letters from a number of persons who had received programs of the meeting, objecting to or questioning the use of the term "engineering" in connection with "sales," and expressing preference for the combination "sales planning." In due time, after the nature of that which is to be named is agreed upon and precisely defined, the problem of selecting a standard name can profitably be taken up.

IN the mean time, for the benefit of those who are especially interested in the question of nomenclature, the following suggestions are offered:

Those who prefer the term "sales planning" to the term "sales engineering" argue somewhat as follows: On the one hand the major function described is essentially a planning function of the sales department or of the business as a whole, while on the other hand the term "engineering" has by use in mechanical, civil, electrical and other fields of engineering come to be associated with exact science and usually with