

I am quite confident there may work out a technical section relating to sales of the Society which called this meeting.

You have before you a motion instructing us to appoint four definite committees to report at a meeting of this sort to be called in fall. What is your pleasure?

STUART COWAN<sup>1</sup>: I realize that this is a meeting of sales managers and men interested in selling. But I have been surprised today to listen to a discussion in which the question of advertising has hardly been mentioned.

Here, gentlemen, is one of the biggest forces in business. It is a greater force than the personal selling of salesmen. Why? Because it gives salesmen an opportunity which otherwise they haven't got. I would like to ask Mr. Lewis whether he wouldn't like to include, in view of the importance of advertising to modern industry, a committee to study the relation between advertising and selling so that this question when it is taken up will be taken up as a whole in true engineering fashion?

THE CHAIRMAN: I may say in reply to Mr. Cowan that the call for this meeting proposed to attack the sales managers' problem from a particular point of view. Advertising has been pretty well studied and the results pretty well published; and it is not felt that we are as much in the dark with regard to the possibilities and methods of advertising as with regard to the possibility of sales management independent of advertising. It is the desire at present to concentrate on the special phase of the problem.

MR. PERCY: I happen to be the secretary of the only sales organization that was ever started in a national way, one that was organized in St. Louis three years ago; I also happen to be advertising and sales manager of our organization. Frankly I was keenly interested in this meeting because, it was to approach this subject from a narrower point of view than is customary in the usual sales managers' organization. I would be personally in favor of an organization, but I should like to see that organization a branch of the Taylor Society. I should like to see us confine the plan to just how one can apply scientific management to the sales department and not get off into a national organization of sales managers which

<sup>1</sup>J. Walter Thompson Co., New York.

means jobbers, managers and every other kind of managers, and will spoil the whole thing.

(The motion for a Fall meeting with committees and reports was carried unanimously.)

THE CHAIRMAN: Has anyone any further contribution to make?

MR. FREELAND: I often wonder whether some of our fundamental troubles in sales are not due to the fact that we have not applied one of the first principles of Taylor management,—getting the right man in the right place, a very fundamental thing. I want to say a word about how we are approaching that problem. We conceive of every task, regardless of its nature,—this applies throughout our whole organization,—as breaking down into five elements or functions,—planning, preparation, scheduling, production, inspection. Now with respect to the organization of each of our departments, we take a man who has a creative visionary make-up and make him a planner; the fellow who has instinct for getting things ready and make him a preparation man; a man with a highly developed time sense and make him a scheduler; the man who is successful in removing interferences and handling personnel and make him production supervisor. And we take that fellow who has a love of detail and close observation and the ability to be tactful and make him our inspection supervisor, and one of his big jobs is the maintenance of the standards of the organization.

If you will do a little thinking along those functional lines and look over your inside organization, you can begin to do a little selecting with that thought in mind,—that here is an ideal planner, here an ideal scheduler, and so on; and you will find yourself making unmistakable progress when you begin to pick up a specific man for a specific phase of your general task.

JOSEPH B. CLARKE<sup>1</sup>: I cannot conceive how you can get a sales engineer and a sales production man to function in the one person.

MR. FREELAND: You start out with your men in the elementary stage, your foremen in your shop. Gradually you find a man who instead of being strong in one function is strong in two or three or four, and finally you find the man who is fairly strong in all five. He becomes your major executive. If your sales

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manager is not strong on all five you haven't a sales manager.

JOSEPH B. CLARKE: It has been suggested that in the case of a small organization the sales engineering would function in the same person as production, to the end that he would dictate to the factory. It seems to me that is putting the whole thing up to the sales department.

MR. BARTH: My profession is to point out functions in a great many plants. It is one disadvantage of a small plant, that you have to put in one man more than one function. You have got to put up with it. But where the organization is big enough to have one man for each function, that is the way to organize.

M. S. EYLAR<sup>1</sup>: I came here today to get some information concerning the salesman's job,—how you can lay it out, which means, of course, the sales manager's job. I believe that the quota is the foundation stone,—call it quota or whatever you like,—but it is fundamental. When we allot a task to a salesman how do we know that there is so much business in that territory that ought to be secured? And how do we know whether that salesman is qualified up to a certain standard that we want to set?

I should like very much to hear from Mr. Staubach, telling us about the Burroughs' way of arriving at sales quotas. We work on a quota. We manufacture bookkeeping machines and we take the number of bookkeepers in a territory as a basis for the quota. I know we are wrong, but I feel about it a good deal like the Irishman who was standing in the trench and remarked,—“Pat, this is a hell of a war, ain't it”? Pat says,—“It is, but it is far better than no war at all.” That is the way I feel about our quota,—I know it is wrong, but it is better than no quota at all. I should like to hear how the Burroughs people arrive at a proper scientific idea of what ought to come out of a given territory.

Then, on the question of the education of salesmen, I believe in careful selection, which is the foundation, careful training and then putting him out; and if he produces, if he demonstrates his ability to sell, then undertake to educate him. Our experience has proven that it doesn't pay to waste much time educating the man until you know he has sales ability. Then you can spend all kinds of money on training.

<sup>1</sup>V. P. in charge of sales, Elliott-Fisher Co., Harrisburg, Pa.

C. P. STAUBACH: I want to say just a word first in answer to one or two questions that Mr. Crockett brought up. I think in the present day and in view of the times, the one prime requisite is to secure an absolutely happy sales force. That is the biggest job the sales manager has on his hands today. I think it is time for the sales manager to find means of examining the possibilities of the salesman having a happy existence and receiving remuneration on a basis which will enable him to pay the living expenses of himself and his family. I believe that we are very often too high up and above the selling forces; we do not get right down close to the men and find out what is worrying them. What is worrying a man is what is interfering with sales, more than anything else. I am making this a study at close range at the present time, after having handled in a national way a selling force of fifteen hundred men. I am making a close study on the firing line of some of those propositions. We do not want to overlook the importance of the man, and his mental attitude.

One other word, too, with regard to this matter of standardization. I have seen standardization worked in different ways. I have had charge of a standardization program myself, and I find that the finest results along that line that can possibly be secured come from a judicious selection from the men in the field who are actually selling the goods and using their heads. Their records show which these are. Select these men, bring them in, take a week to iron out the inconsistencies, and get down to standards. Lock them in a room with factory representatives and let them stay there until they agree on something. If you get the selling force in on that sort of program, when your standardization program goes out you will find the salesmen are for it and will put it over.

I tried this method in the case of bank bookkeeping machines some time ago, and I found by going through factory schedules that there were one hundred and nineteen variations in orders then on hand, meaning single orders going through. We had a gathering of salesmen from all parts of the country, from provincial as well as city territory, and we had them at the factory for a week. When we got through, we had three standards which still exist, and they have proven that we can get better productions, better delivery, give better satisfaction and from a business standpoint get the profit that there should be in the manufacture of a highly specialized line. If we try to standardize without bringing the outside men in and