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**INCREASING WHOLESALE DRUG
SALESMEN'S EFFECTIVENESS**

INCREASING WHOLESALE DRUG SALESMEN'S EFFECTIVENESS

By

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FOREWORD

This study was undertaken jointly by the Department of Business Organization and the Bureau of Business Research of the Ohio State University in cooperation with the Committee on Sales Management of the National Wholesale Druggists' Association. The study is the result of a fellowship granted to the Ohio State University by the National Wholesale Druggists' Association, which was awarded to Mr. James H. Davis.

During the past year, Mr. Davis, under the supervision of Dr. Herman C. Nolen of the Business Organization Department, has devoted his entire time to the study of wholesale drug salesmen and their selling methods. He has traveled with 70 salesmen from nine wholesale firms. In addition, data were secured by questionnaires distributed to wholesale drug executives, to wholesale drug salesmen, and to retail druggists throughout the nation through the cooperation of active members of the National Wholesale Druggists' Association. Thus, information was obtained which shows not only what the salesmen are doing, but what the retailers want them to do.

In presenting the results of the study, every effort has been made to make suggestions that will be of practical value in improving the selling performance of salesmen.

The chairman of the Committee on Sales Management of the National Wholesale Druggists' Association when this study was started was Mr. Claude L. Smith, Vice-President of McKesson & Robbins, Inc., Cleveland, Ohio. As his term of office expired in the fall of 1946, the new Committee on Sales Management under Mr. Charles T. Lipscomb, Jr., Vice-President in Charge of Sales, McKesson and Robbins, Inc., carried on and the report was finished under the direction of Mr. Lipscomb and his Committee.

The members of the Committee were:

H. W. ADKINS, Yahr-Lange, Inc., Milwaukee, Wis.
T. E. AHER, Coffin-Redington Co., San Francisco, Cal.
J. W. BENNICK, Scott Drug Co. (Inc.), Charlotte, N. C.
RILEY L. BRYAN, McKesson & Robbins, Inc., Minneapolis, Minn.
BYRON B. CANN, McKesson & Robbins, Inc., Memphis, Tenn.
LEONARD DEKARR, Brunswig Drug Co., Los Angeles, Cal.
A. N. DOW, McKesson & Robbins, Inc., Omaha, Neb.
SAM B. DUNLAP, JR., McKesson & Robbins, Inc., Macon, Ga.
B. F. FISHER, McKesson & Robbins, Inc., Los Angeles, Cal.
C. R. FLINT, McKesson & Robbins, Inc., Seattle, Wash.
W. H. FRAME, Schieffelin & Co., New York, New York
JAMES L. FREEMAN, McKesson & Robbins, Inc., Pittsburgh, Pa.
C. A. HOFFMAN, McKesson & Robbins, Inc., San Francisco, Cal.
J. L. HUGHES, McKesson & Robbins, Inc., Birmingham, Ala.
BENTON F. KAUFFMAN, The Kauffman-Lattimer Co., Columbus, O.
J. I. LEVANT, McKesson & Robbins, Inc., New York, New York
NORMAN LONGFELLOW, Spence-McCord Drug Co., LaCrosse, Wis.
ED. A. LORING, Gilman Brothers, Inc., Boston, Mass.
T. H. LYONS, I. L. Lyons & Co. (Ltd.), New Orleans, La.
J. F. MCTIGUE, Meyer Brothers Drug Co., St. Louis, Mo.
CLAUDE L. SMITH, McKesson & Robbins, Inc., Cleveland, O.
H. C. VAN ARSDALE, Smith, Kline & French, Inc., Philadelphia, Pa.
A. R. WAITE, The Walding, Kinnan & Marvin Co., Toledo, O.

Although the aforementioned cooperating agencies and committees made this study possible, the conclusions and opinions expressed herein, as is the case in all such studies, are those of the author on whom the responsibility of interpreting the data fell. The cooperation of the N.W.D.A. and of the Bureau of Business Research should not, therefore, be interpreted necessarily as endorsement of all conclusions and interpretations.

VIVA BOOTHE, *Director*

PREFACE

In recent years, distribution has provided a ready target for critics of our economic system. In particular, costs arising from personal selling have been attacked as being excessive.¹ These attacks have come from two sources. The first has been based on failure of the critics to understand the economic functions performed by selling, and of its necessity if large scale production is to be maintained. Fortunately, however, there seems to be a growing awareness of the place distribution and the salesmen hold in our economy. Articles with such titles as "Distribution—the Key to Post War Prosperity"² and "What About the High Cost of Lack of Distribution?"³ seem indicative of a trend of thought which was summed up by Tosdal when he said: "... sales managements will be tested, both in earlier and later post war periods, as never before. The management of private distribution of goods must pass this test if private enterprise is to survive. This test will come because full employment under private enterprise requires sales to make jobs. This test will come, also, as a result of a new and upward pressure upon costs of distribution, and downward pressures on price."⁴

The second criticism of distribution comes from an entirely different source. Recognizing the importance of the functions performed, these critics charge that excessive costs are due to inefficiency among those engaged in marketing. With this charge most students of marketing are in agreement, at least insofar as research and training are concerned. Principles of modern scientific management, which have been used successfully in production for years, have been largely overlooked in distribution. Yet such principles are not limited to production. As Davis says: "It

¹ Nolen, H. C. and Maynard, H. H., *Sales Management* (New York: The Ronald Press, 1940), p. 379.

² Krauss, E. A. *The Magazine of Wall Street* (April 29, 1944), p. 65.

³ York, J. R. *Printers' Ink* (Sept. 7, 1945), p. 134.

⁴ Tosdal, Harry R. "Some Current Problems in Distribution." *Ohio State University Publications, College of Commerce Conference Series*, C-35 (October 24, 1945), p. 13.

is contrary to the observed facts to assume that there is one body of these basic principles that is peculiar to the field of finance, another that is peculiar to distribution, and still a third that is peculiar to manufacturing.”⁶

Much of the success in increasing production efficiency has been due to a careful study of the job and the worker. This has included two general areas of investigation. These are:

1. The job analysis, which is “an investigation and analysis of a work assignment, and the conditions surrounding it, to determine its requirements from an organizational standpoint.”⁸

2. Time and motion study, which is “. . . a technique for investigating and analyzing an operation or phase in the completion of a project to determine its requirements from the standpoint of operating economy and effectiveness.”⁷

This report is an attempt to utilize the techniques above in providing a basis for more effective selection and training of one large group in the field of distribution—the wholesale drug sales force. However, while scientific management principles apply with equal weight to production and distribution, the actual utilization of these techniques will vary somewhat when applied to the problems of the sales manager. This is due primarily to two factors. First, the human element is far more important in selling than in jobs found in the factory. It is probable that emphasis on this factor is largely responsible for the failure of sales managers to utilize the techniques long available for studying the salesman's job. As will be shown later, much of this emphasis on the human factor in selling is overemphasis. Certain phases of the work of the salesman are as susceptible to study and standardization as any other job, and selling itself is subject to statistical analysis.

The second main factor differentiating selling from other jobs also brings in the human element—the buyer. The factory manager can predict accurately what will happen when a given effort is expended on a machine. The analyst of a selling job, however,

⁶ Davis, Ralph C. *Industrial Organization and Management*. (New York: Harper and Brothers, 1940), p. 17.

⁷ Davis, Ralph C., *Op Cit.*, p. 569.

⁸ *Ibid.*

finds no such precise solution possible. While this increases the difficulty of analyzing the job, it also provides a source of information which can and must be used if the analysis of the job is to be complete.

Taking these factors into consideration, the application of the two techniques takes the following form:⁸

1. *The Job Analysis*—Techniques used in scientific production can be carried over with little change to the analysis of the salesman. As in production, three methods are available for collecting the data. These include: (1) Questionnaires to workers, (2) questionnaires to executives, and (3) observation of the workers on the job. In addition, as indicated above, one further method is available—questionnaires to the customers of the salesmen. The present study has made use of all these methods.

The job analysis is primarily concerned with a study of the job itself, with no concern being given to the worker. In the present study, however, the use of questionnaires to the customers (the retail druggists) made it impossible to draw a clear division between the two. Included, then, as complementary to the job analysis, is a "man analysis"—an evaluation of the present wholesale drug sales force. Insofar as possible, these data have been segregated in Chapter IV.

2. *Time-and-Duty Study*—While similar in purpose to time-and-motion study, time-and-duty study differs somewhat in its application. In general, it is designed to analyze the salesman's work in order to establish performance standards and to develop better methods of selling. Details of the methods used in the time-and-duty study are given in Chapters V and VI.

3. *The Difficulty Analysis*—A valuable adjunct to the job analysis is found in the difficulty analysis, which is a study of the difficulties encountered by the salesmen in accomplishing their selling tasks. Data for this study were obtained both from the questionnaires and from observation of the salesmen during the time-and-duty study. In connection with the difficulty analysis,

⁸ It is interesting to note that sales executives are not alone in ignoring the possibilities of the utilization of scientific management techniques. A recent text on sales management fails even to mention the possibility of using time study as a basis for setting standards for salesmen, and devotes less than two pages to a cursory glance at job analysis.

it should be mentioned that the major concern of this study has been to present a statistical picture of the over-all problems of the salesmen, rather than the problems encountered in meeting specific selling difficulties. The latter are amply covered in many excellent texts on selling, including one written specifically for the wholesale drug field.⁹

The sincere appreciation of the author is due the members of the National Wholesale Druggists' Association, who made this study possible. Dr. E. L. Newcomb, Executive Vice-President, and Mr. E. Allen Newcomb, Secretary, have cooperated wholeheartedly throughout the course of the study. A particular debt of gratitude is owed to Mr. Claude L. Smith, former chairman of the Committee on Sales Management, and to Mr. Charles T. Lipscomb, Jr., its present chairman.

Mr. George V. Doerr, Mr. Benton F. Kauffman, Mr. Fred W. Kerslake, and Mr. C. R. Vickland were especially helpful in the planning phase of the study. Valuable suggestions were also made by Mr. Byron Kenyon, Mr. H. W. Adkins, Dr. William J. Egan, and Mr. Charles D. Doerr. This list is far from inclusive, for the study would have been impossible without the cooperation of the N.W.D.A. members who answered the questionnaires.

The active assistance of the executives of the following nine firms visited during the course of the time-and-duty analysis was indispensable to the completion of this study:

McKesson & Robbins, Inc., Birmingham, Ala.

McKesson & Robbins, Inc., Boston, Mass.

McKesson & Robbins, Inc., Cleveland, Ohio

The Kauffman-Lattimer Co., Columbus, Ohio

Southwestern Drug Corp., Dallas, Texas

Yahr-Lange, Inc., Milwaukee, Wis.

Smith, Kline & French, Inc., Philadelphia, Pa.

McKesson & Robbins, Inc., Rochester, N. Y.

The Fox-Vliet Drug Co., Wichita, Kan.

Appreciation is expressed to the salesmen observed in the time-and-duty study. Their cooperation and friendliness made

⁹ Nolen, Herman C., *Sales Management Guide* (New York: National Wholesale Druggists' Association, 1940).

this study a pleasure. A debt is also due those salesmen and retail druggists who took the time to complete the questionnaires.

The Bureau of Business Research, Ohio State University, has been very helpful throughout the study. Those of the Bureau who assisted in preparing the questionnaires, tabulating the answers, and putting the study in its present form are too numerous to mention, but the advice of Dr. Viva Boothe and Dr. Sam Arnold and the assistance of Mrs. Helen Zwick have been especially valuable.

Finally, the author is deeply indebted to Dr. Herman C. Nolen who gave constant guidance during every phase of the study.

JAMES H. DAVIS

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CHAPTER I

SOURCES, PURPOSES AND METHODS

SOURCES OF DATA

As indicated in the preface, the data used in this study were obtained from four surveys designed to obtain information about the job of the wholesale drug salesmen. Three of the surveys were made by the use of a questionnaire, and the fourth was a field investigation. These four surveys were:

1. A questionnaire addressed to wholesale drug executives representing all active members of the National Wholesale Druggists' Association (Appendix D-1).
2. A questionnaire sent to salesmen of these same wholesale drug firms (Appendix D-2).
3. A questionnaire sent to retail druggists throughout the United States (Appendix D-3).
4. A time-and-duty analysis of 70 wholesale drug salesmen from nine wholesale firms (Appendix C).

METHOD OF COLLECTING THE DATA

The only practicable method of getting a nation-wide distribution for the questionnaires was to enlist the aid of the members of the National Wholesale Druggists' Association. A group of questionnaires of all three types was sent to each active member. The method of distribution is clearly explained in the excerpt, given below, from the letter of explanation which accompanied each group of questionnaires.

We are asking your cooperation in making three surveys. They are "Survey of Wholesale Executives—Policies Affecting Salesmen," "Survey of Wholesale Drug Salesmen," and "Retail Druggists' Appraisal of Wholesalers' Sales Policies." We are asking your assistance as follows:

Survey of Wholesale Executives—Policies Affecting Salesmen—This questionnaire is to obtain information from you about your sales management policies. Please fill out one of the copies (or have your sales manager fill it out), and return it in the stamped, self-addressed envelope provided.

The second copy is for your files. With your completed questionnaire, we shall appreciate any comments you care to make about the questionnaire, or about the study in general. If there is not room to answer any of the questions in the space provided, please use the back of the page, or attach another sheet.

Survey of Wholesale Drug Salesmen—This survey is to be filled out by six of your salesmen. In choosing the six salesmen, please choose two of your best, two average, and two of your poorer salesmen. A self-addressed stamped envelope is provided for each questionnaire, so that the men can send their completed questionnaires directly to us. Please impress upon the salesmen that you will not see their answers, nor will these answers ever be made available in such a way that their origin will be disclosed. Before the questionnaires are given to the salesmen, please pencil a numeral "1" on the back of the two questionnaires going to the best salesmen, a "2" on the back of those going to the average salesmen, and a "3" for the poorer salesmen. The extra copy of the questionnaire is for your files.

Retail Druggists' Appraisal of Wholesalers' Sales Policies—This set of questionnaires is to go to 12 retail druggists in your area. Because of your intimate knowledge of your customers, we believe that you will be able to distribute them in such a way that maximum returns will be obtained. Please distribute them as shown below.

1. From among your good customers—those who give you *more* business than they give your competitors—pick out six retailers whom you think will be cooperative enough to return the questionnaires. They should be divided as follows (and no more than one from any salesman's territory, if possible):
 - a. Two customers—one city and one country—with daily sales of less than \$100.
 - b. Two customers—one city and one country—with daily sales of \$100 but less than \$200.
 - c. Two customers—one city and one country—with daily sales of \$200 or more.
2. Next, pick out six not-so-good customers—3 city and 3 country—who give your competitors about the same amount of business they give you, divided according to the same size breakdown shown above, and chosen from among those whom you think will cooperate.
3. Having selected the 12 druggists, please send each of them a copy of the questionnaire, one copy of the letter explaining the purpose of the survey, and one stamped, self-addressed envelope. If you mail the questionnaire, a personal letter from you will undoubtedly help greatly in increasing the number of returns. We are enclosing 12 letters, lacking only salutation and signature, which you can use if you wish. Even better, of course, would be a letter under your own

letterhead. The best method of all would be for a representative of your house to take them around personally, but we realize this will be, for the most part, impossible. We believe it advisable that the salesmen do not deliver the questionnaires.

4. In order that the data can be effectively analyzed, please place a pencilled numeral "1" on the back of the questionnaires going to the good city customers (those customers who give you more business than they give your competitors), a "2" on the back of the questionnaires going to your good country customers, a "3" to indicate not-so-good city customers, and a "4" for not-so-good country customers.

SIZE AND ADEQUACY OF THE SAMPLE

Since the questionnaires for the drug salesmen and for the retailers were distributed by the wholesale drug houses as indicated in the section describing the sources of the data, it is impossible to know the exact number of questionnaires distributed. However, from the questionnaires returned it is known that 105 houses cooperated in the study. On the assumptions that each house cooperating distributed the number of questionnaires indicated in the instructions, an estimate of the number of questionnaires distributed to salesmen and retailers can be made.

The number of questionnaires returned, relative to the number of questionnaires sent out was unusually high for all three of the questionnaire surveys, when it is understood that a 10 per cent return on a standard mailed questionnaire is considered very satisfactory. The returns on each of the three questionnaires were as follows:

<i>Recipient of Questionnaires</i>	<i>Approximate Number of Questionnaires Sent</i>	<i>Number of Questionnaires Returned</i>	<i>Per Cent of Questionnaires Returned</i>
Wholesale Drug Executives.....	215	83	38.6
Wholesale Drug Salesmen.....	630	426	69.2
Retail Druggists	1200	561	46.7

The fact that almost 70 per cent of the salesmen returned the questionnaire indicates a more-than-average interest in the subject. Also, a return of 47 per cent from the retail druggists on a detailed three-page questionnaire indicates a tremendous amount of retailer interest in the subject: How can your wholesale druggist serve you better?

Key questions in each group of questionnaires were tested for

reliability, using the group rotation method. The time-and-duty study data were tested by use of the cumulative frequency method.¹

FORM OF PRESENTATION

The first three chapters in this report present the job analysis of the wholesale drug salesman, based largely on the three sets of questionnaires. The next three chapters show the results of the time-and-duty analysis and of the difficulty analysis. Chapter VIII gives a tentative job specification for wholesale drug salesmen. It will be readily admitted that an accurate job specification cannot be written adequately for an entire industry, since the specification does not follow automatically from a job analysis, but is necessarily based on executive judgment. The specification given will provide a point of departure, at least, for the formulation of specific written specifications for each firm, based on the objectives of the firm and on any individual problems facing it.

Finally, the use of the job analysis as a basis for scientific selection and training of salesmen is shown. At the same time, certain facts obtained from the questionnaires as to present methods of handling various phases of sales management are included. The discussion of these special phases is not comprehensive, since each would comprise an entire study in itself, but is included to call attention to these subjects and to provide a background for more scientific thinking on these subjects.

The conclusions drawn from this study are based on objectives which talks with wholesale executives and returns from questionnaires indicate are the over-all objectives of the wholesale drug trade. The approach has been primarily one of service to the retailer rather than selling the retailer, and is clearly presented in the following extract from a letter written by one progressive house:²

A new concept of a wholesale druggist's responsibility to his customers has arisen during these past few years which is a complete reversal of the previous methods of operation of the wholesale druggist. Wholesale druggists have operated, and successfully so, during the past years on the prem-

¹ See Brown, Lyndon O. *Market Research and Analysis* (New York: The Ronald Press, 1937), Ch. 12.

² The Fox-Vliet Drug Company, Wichita, Kansas.

ise that their only responsibility to the retailer was to have the merchandise in stock and to have salesmen traveling the road, presenting that merchandise to the druggist. The old thinking was that once the sale had been made to the druggist it was then the druggist's responsibility to sell the merchandise; that the wholesaler had fulfilled his obligation when he delivered the merchandise to the druggist's back door.

The wholesale drug salesman was a fellow who had samples to carry, prices to quote, orders to take, and he felt it was none of his business how the druggist presented the merchandise to his customers or what the druggist purchased for his customers. The salesman's primary concern was to make sales and keep the house happy by making quota accomplishments. It was the attitude of most wholesale druggists that it was a responsibility of the detail man from the factory to go into the drug store and show the druggist how to merchandise his goods.

The new concept of service drug wholesaling has added an additional element to the picture. The new concept requires not only the merchandise and the sales representatives but it also requires that the sales representative be properly informed, not only as to knowledge of the merchandise he has, but as to information that will assist the druggist in selling that merchandise.

To be a service wholesaler in its true sense in these coming years, it is going to be necessary for the wholesale drug house to have a far closer cooperation with the manufacturer than ever before. It is not possible for the manufacturer through his detail men to contact the druggist often enough to give them intelligent direction as to the best ways of drug merchandising. It is the responsibility of the service wholesaler not only to have the merchandise in stock, but to have his sales representative so trained that they will be able to show the druggist how to sell that merchandise and to give his clerks information relative to the merchandise and how it can be sold. It is also the responsibility of the service drug wholesaler to insist that his sales representatives make a critical analysis of each account, and that they not sell merchandise to accounts without first analyzing the potentials for the resale of that merchandise in that particular area.

Yes, to be service wholesalers, and to render the service that the name implies, requires the recognition on the part of the wholesaler that anything that is bad for the buyer is bad for the seller and the seller must remain in a position to assist the buyer in not only having the proper goods for resale to his customers but in showing him how to make those sales.

CHAPTER II

THE WHOLESALE DRUG SALESMAN'S JOB

Job analysis, by definition, consists of a study of the job, and does not concern itself with the workers on that job. As explained in the preface of this study, however, the present study has disregarded somewhat the limitations set by this definition. Included in this and the two succeeding chapters are data showing what is included in the job of the wholesale drug salesman, how he is handling this job, the conditions under which he works, his background, and the background he needs to sell successfully. Most of the data were obtained from the questionnaires returned by wholesale drug executives, wholesale drug salesmen, and retail druggists. Additional facts were gathered from interviews with executives and salesmen and observation of the salesmen during the course of the time-and-study analysis.

REQUIREMENTS OF THE WHOLESALE DRUG SALESMAN'S JOB

Advice and Assistance to Retailers — The wholesale drug salesman has one of the most difficult jobs in the entire field of selling. In the first place, the salesman knows that only through the success of his customers can he succeed. The retail store owner, his college training usually limited to training in pharmacy, often knows nothing about the other aspects of his business except for what he has learned through experience. As a result, the salesman needs to be familiar with all phases of retail sales promotion. He should understand the principles of display, clerk training, store layout, and all the subjects going to make up this field. The average retailer has usually one person—the wholesale druggist's salesman—to whom he can turn for unbiased advice and assistance.

The salesman must also have sufficient merchandising knowledge to become the unofficial buyer for the retailer. He must know whether the druggist sells his merchandise aggressively or simply

allows his customers to buy. The salesman must know something of the buying habits of the customers in his territory, and for each individual store. He must subordinate selling to the needs of the retailer, for he knows that he will be back the next week and the next. A counter full of unsold stock, or inventory gathering dust in the storeroom, increases neither the desire nor the ability of the retailer to buy more merchandise. In this connection, the policies of sales managers frequently are responsible for the salesman's failure to give the needs of the retailer first consideration. Often, the salesman is faced with quotas and drives which may be set arbitrarily, particularly on a house line, so that he either falls down on his quota or is forced to over-sell. Salesmen usually dislike drives and special promotions, often with justification. The attitude of many salesmen is summed up in the following comment, made by a salesman from the upper third of his house:

I believe that the average house stresses a few particular lines or items too much, and does not give proper time to the over-all coverage of the wholesale drug field. The quota system (leads to) the following: Jones and Brown work for the same house. The sales manager breaks a deal. Jones goes out and does a good job at the expense of letting everything else go. Brown does a mediocre job on the deal, although he does an excellent selling job of the other items, probably earning more than Jones, making more for the house, and certainly doing a better job for his customers, but Jones gets a pat on the back and Brown is a bum that week. . . . if anything could be done to discourage deals in the drug field it will, in my opinion, be a good step for the retailer, the wholesaler, and the salesmen.

And, from a retailer, a statement in a similar vein:

Salesmen should not and must not push "deals" in order to create gross volume for the wholesaler or an extra PM for himself. A successful sale is when the consumer is carrying the merchandise out the front door and not when the retailer is storing it in his cellar. It is very unfair to expect salesmen to sell a definite number of items.

Knowledge of Products and Stock—In the second place, the salesman must have some knowledge of the several thousand different items handled by the wholesale house—15,000 is a conservative estimate. He must know off-hand the cost, sizes, retail prices, number packed in a carton, and discount schedules of pos-

sibly 1,500 of the most common of these items, and, unless he is to be constantly referring to his catalog, must be reasonably familiar with this information for hundreds more. If he is to serve his customers adequately, he must know instantly the hundreds of deals currently in effect and keep abreast of the additions and deletions.

It is not enough, however, that he be familiar with the cost, sizes, and prices of the merchandise he sells. The wholesale drug salesman is selling a highly technical line of products to buyers who know many of these products intimately. If he is to talk intelligently to these buyers, he must have some knowledge of the qualities and uses of the products he is handling. While it is not essential that he understand the compounding of prescriptions, he must know the basic facts about the pharmaceuticals, biologicals, drugs and chemicals he is selling. Furthermore, he must keep himself informed of the hundreds of new items appearing in this field every year. Even a knowledge of the professional items he is selling is not sufficient, for among the products in his catalog are such diverse items as face powder, electric shavers, heating pads, first aid supplies, and vitamins. The salesman must understand, and pass on to the retailer, the main selling points about each.

Furthermore, if he is to function efficiently, he must be familiar with all the major laws relating to the drug field. He must know whether the products he is selling take a cosmetic or luxury tax. He must be familiar with the laws regulating the use of narcotics, and know which of the drugs he sells are classed under this heading. He must know the laws regulating the use and sale of poisons, the items that can be sold in patent medicine or permit stores, and regulations concerning Fair Trade and the Pure Food and Drug laws.

Knowledge of Salesmanship — In the third place, the salesman must understand the elements of salesmanship. One student defines salesmanship as "the art, or power, or ability of influencing others to accept your point of view."¹ Even though the salesman bases his approach on service to his customers, he must still "sell" these customers on the desirability of his proposals.

¹ Fernald, C. H. *Salesmanship* (New York: Prentice-Hall, Inc., 1942), p. 21.

Basically, then, the job of the wholesale drug salesman consists of three requirements: First, to understand retailing and the problems of the retailers in order that he can assist them in selling successfully; second, to understand his own merchandise sufficiently well to discuss it intelligently; and, third, to be familiar with the selling techniques required to sell the merchandise he believes the retailer needs. His job, if handled properly, is a difficult and varied undertaking and requires a broad background of knowledge. Obviously, it is not properly handled in all cases. Where does the salesman fail to meet these requirements?

WHAT THE WHOLESALE DRUG SALESMAN NEEDS
TO MEET THE REQUIREMENTS OF HIS JOB

Opinions of Retail Druggists — The best indication of the areas in which the present wholesale drug sales force needs additional training may be obtained from the retailer. In what subjects does he think the salesmen need training? Table I and Chart I show

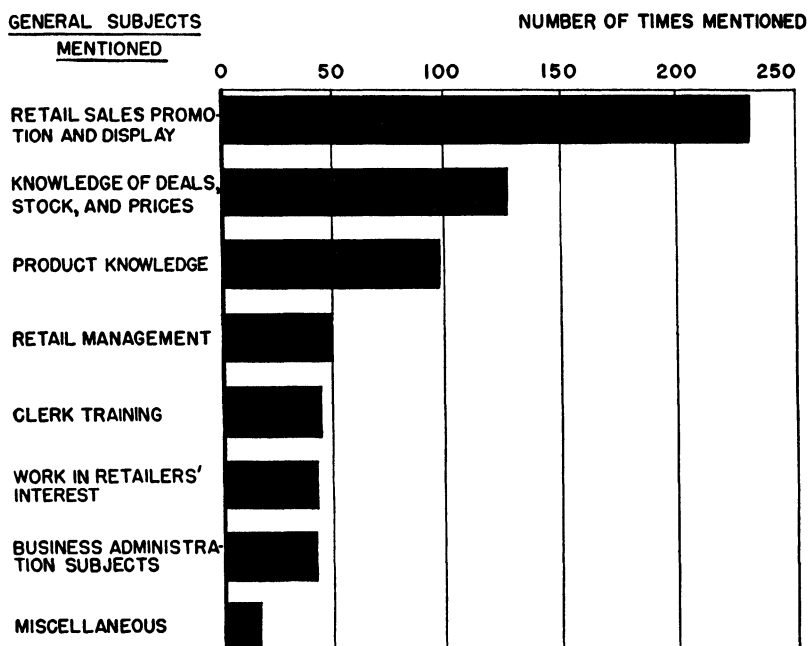
TABLE I—TYPE OF TRAINING NEEDED BY WHOLESALE DRUG SALESMEN,
AS INDICATED BY RETAIL DRUGGISTS

TYPE OF TRAINING	Number of Times Mentioned	Per Cent Mentioning
Retail Sales Promotion and Display	234	63.6
Knowledge of Deals, Stock, Prices, etc.....	129	35.1
Product Knowledge	98	26.6
Retail Management	50	13.6
Clerk Training	45	12.2
Work in Retailer's Interest.....	43	11.7
Business Administration Subjects	41	11.1
Miscellaneous	16	4.3
All Types of Training Mentioned.....	656	
Number of Druggists Answering Questions..	368	100.0

Source: Retail druggists' questionnaire.

the broad outline of the subjects in which the retailers believe the salesmen need additional training in order to serve them better. It is immediately apparent that the retailers attach a great deal of importance to a better knowledge of retail sales promotion and display. Of the 656 answers received from 368 druggists, a total of 234, or 64 per cent of the druggists, mentioned this type of training. When these individual types of training mentioned

CHART I — TYPE OF TRAINING NEEDED BY WHOLESALE DRUG SALESMEN, AS INDICATED BY RETAIL DRUGGISTS, UNITED STATES, JUNE—AUGUST, 1946



Source: Table I

are classified under the three main aspects of the salesman's job, as given earlier, service to the retailer and knowledge of his merchandise stand out prominently as indicated below:

<i>Type of Training</i>	<i>Number of Times Mentioned</i>
Service to Retailer:	
Retail sales promotion and display	234
Retail management	50
Clerk training	45
How to work in retailers' interest	43
Total	372
Knowledge of His Own Merchandise:	
Knowledge of deals, stock and prices	129
Product knowledge	98
Total	227

Salesmanship, the third type of training, was largely ignored by the retailers with some interesting exceptions which will be noted later.

The remaining two types of training shown in Table 1 (Business Administration and Miscellaneous) include some of the characteristics of each of the classes above, and are not included under any of them. It is readily apparent that dealer assistance, mentioned 372 times, bulks large in the minds of the retailers. The question of product knowledge, however, is important—227 retailers suggested that their salesmen should be trained in some phase of it.

Opinions of Salesmen—The salesmen, too, recognize their need for training. Table 2 shows that 70.2 per cent believe they

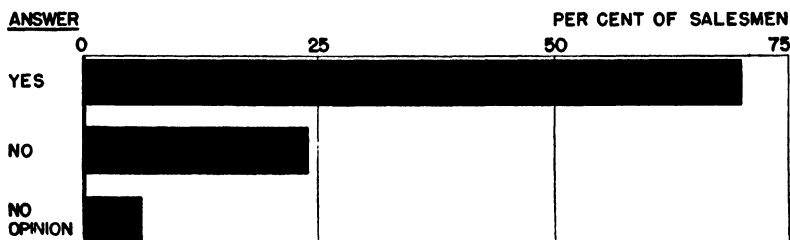
TABLE 2—DO YOU FEEL THAT YOU NEED ANY ADDITIONAL TRAINING AT THE PRESENT TIME?

ANSWER	Number of Salesmen	Per Cent of Salesmen
Yes	299	70.2
No	100	23.5
No Answer	27	6.3
Total	426	100.0

Source: Wholesale drug salesmen's questionnaire.

need additional training of some kind, while only 23.5 per cent think they are already sufficiently well informed. Chart 2 pre-

CHART 2 — PER CENT OF WHOLESALE DRUG SALESMEN WHO BELIEVE THEY NEED MORE TRAINING, UNITED STATES, JUNE–AUGUST, 1946



Source: Table 2

sents this same information in graphic form. This surprisingly large majority who believe they need additional training is prob-

ably exemplified by the salesman who wrote: "I have been in this business for 36 years, and I'm still learning new things every day. I am considered a successful salesman, but I didn't get that way by thinking I knew it all."

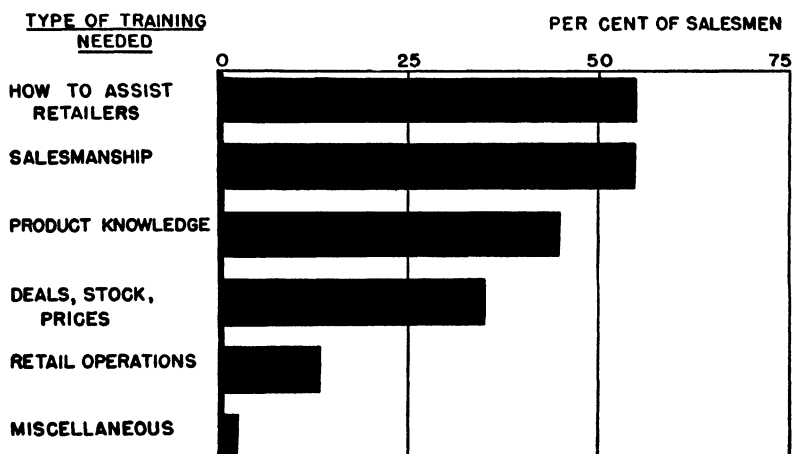
The subjects in which the salesmen believe they need training bear a remarkable resemblance to the subjects suggested by the retailer, if salesmanship, which the retailers largely ignored, is excluded. The salesmen agreed that methods of assisting the retailers in sales promotion, display, etc., would be of the most value to them, with 55.4 per cent of the salesmen suggesting it (Table 3 and Chart 3). They were not much concerned with training

TABLE 3—TYPE OF TRAINING WHICH WHOLESALE DRUG SALESMEN BELIEVE THEY NEED

TYPE OF TRAINING	Number of Salesmen	Per Cent of Salesmen
Methods of Assisting the Retailer.....	220	55.4
Salesmanship	220	55.4
Product Knowledge.....	180	45.3
House Training in Items, Sizes, etc.....	137	34.5
Retail Operations.....	48	12.1
Miscellaneous	6	1.5
Number of Salesmen Answering Question	397	

Source: Wholesale drug salesmen's questionnaire.

CHART 3 — TYPES OF TRAINING NEEDED BY WHOLESALE DRUG SALESMEN, AS INDICATED BY THE SALESMEN, UNITED STATES, JUNE -AUGUST, 1946



Source: Table 3

in retail store operations, nor were the retailers particularly interested in getting this type of help. Slightly over 45 per cent of the salesmen believed they needed training in the products they sell, and 34.5 per cent believed they needed house training in items, sizes, prices, etc. In comparison with the retailer, the salesmen were more interested in those subjects having to do with selling the retailer than in the strictly service subjects.

Practically speaking, however, all the subjects mentioned above are necessary and a part of the service which the competent salesman gives. The one subject suggested which is only remotely concerned with service is salesmanship, mentioned by 55.4 per cent of the salesmen. That even salesmanship may be considered, to some extent, a part of service to the druggists is indicated by the comments of one thwarted customer:

My pet peeve is that the average salesman sent to us makes little or no effort to sell. He could go around the store, for instance, checking shelves and recording shorts with me, and as we go along mention a number of saleable items that he finds are not on our shelves. Let him quote sizes, prices, deals—he is a salesman and supposed to sell me, but he doesn't. I have to call at the house personally. He did not sell them to me—I have to call on the house and take it away from them . . . Insist that the salesmen make at least an effort to sell. They would be surprised how easy it is to increase their sales.

ADVICE AND ASSISTANCE TO RETAILERS

What the Retailers Want—The whole problem of the relationship of the wholesaler with his customers is tied up in the question of advice to the retailer. On one point, however, there seems little room for argument: an overwhelming number of druggists want this type of service. Table 4 shows that 87.2 per cent of the druggists want advice and assistance from their whole-

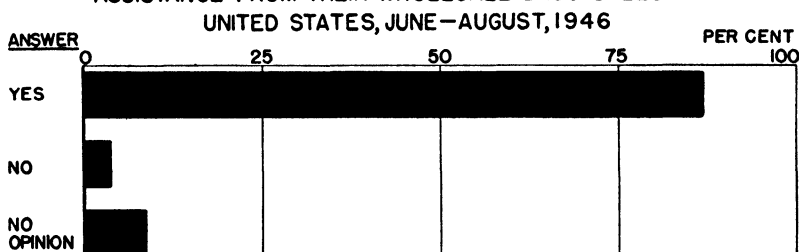
TABLE 4—DO YOU WANT ADVICE AND ASSISTANCE FROM
YOUR WHOLESALE DRUG SALESMEN?

ANSWER	Number of Retailers	Per Cent of Retailers
Yes	489	87.2
No	22	3.9
No opinion (or no answer).....	50	8.9
Total.....	561	100.0

Source: Retail druggists' questionnaire.

sale drug salesmen, while only 3.9 per cent gave a negative answer.² This information is presented graphically in Chart 4.

CHART 4—PER CENT OF RETAIL DRUGGISTS WHO WANT ADVICE AND ASSISTANCE FROM THEIR WHOLESALE DRUG SALESMEN



Source: Table 4

Of the 561 retailers returning the questionnaire, 473 or 84.3 per cent indicated the type of advice and assistance they needed. Asked to name the three types of assistance they felt were the most valuable, 59.6 per cent of the 473 replying named sales promotion advice, 54.1 per cent suggested clerk training, 46.5 per cent wanted information about successful sales promotions of other druggists, and 41.2 per cent mentioned display advice. All of these are basically a form of the first—sales promotion advice (Table 5). A much smaller percentage was interested in such

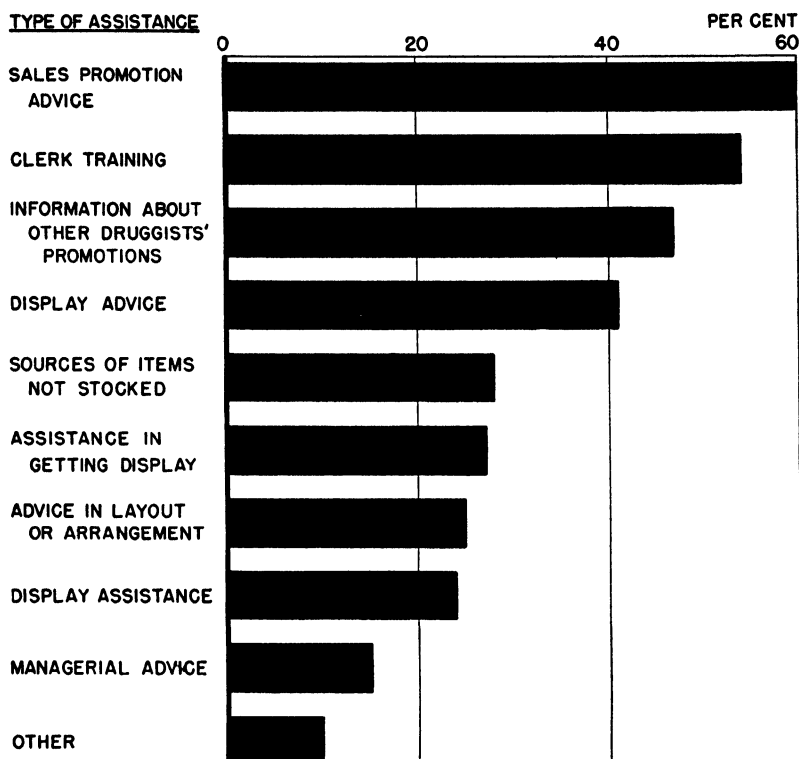
TABLE 5—TYPES OF ADVICE AND ASSISTANCE WHICH RETAIL DRUGGISTS WANT FROM WHOLESALE DRUG SALESMEN

Type of Advice or Assistance Wanted	Number of Retailers Mentioning	Per Cent of Retailers
Sales Promotion Advice	282	59.6
Advice to Clerks	256	54.1
Information about other Druggists' Promotions	220	46.5
Advice on Display Arrangement	195	41.2
Information on Sources of Items not Stocked	132	27.9
Assistance in Getting Displays	127	26.8
Advice on Layout or Arrangement	117	24.7
Assistance on Display Arrangement	112	23.7
Managerial Advice	72	15.2
Miscellaneous	45	9.5
Number of Retailers Answering Questions	473	

Source: Retail drug salesmen's questionnaire.

² The editor of a drug trade magazine, after referring to the present study, says: "Additional evidence of this hunger for ideas can be found in the letters we are receiving from retail druggists. Never in the history of this magazine have we had so many requests for advice and information on how to run a better drug store . . . Obviously, effective distribution of goods to every neighborhood in America is essential to the eco-

CHART 5 — PER CENT OF RETAIL DRUGGISTS WHO WANT ADVICE AND ASSISTANCE, BY TYPE OF ASSISTANCE, UNITED STATES, JUNE-AUGUST, 1946



Source: Table 5

things as assistance in getting special displays, sources of items not stocked, and advice on store layout, while only 15.2 per cent were primarily interested in managerial advice. It is also interesting to note that only 23.7 per cent of the druggists were particularly interested in getting actual assistance in setting up displays. They were primarily interested in advice on how it should be done.

What the Salesmen Think About Dealer Assistance — Not

conomic development and prosperity of the nation. In this activity wholesale druggists have always performed a vitally important role. In the past they were important as distributors of goods. In the future they will be important according to their ability to distribute ideas as well as goods." (John W. McPherrin. "Memo to Wholesaler," *American Druggist*, April, 1947, p. 77.)

only does the retailer think advice and assistance is important, the salesmen also recognize the necessity for this type of effort. Table 6 shows the results obtained when the salesmen were asked: Does the retailer expect you to give him this type of advice and assistance? It is clear that a great majority of the salesmen rec-

TABLE 6—DOES THE RETAILER EXPECT YOU TO GIVE HIM
ADVICE AND ASSISTANCE?

Answer	Number of Salesmen	Per Cent of Salesmen
Yes	346	81.2
No	41	9.6
No opinion or no answer.....	39	9.2
Total	426	100.0

Source: Wholesale drug salesmen's questionnaire.

ognize that this type of service is expected of them. Eighty-one per cent believe definitely that the retailer expects it, while only 9.6 per cent think that the retailer does not want it. Judging from conversations with salesmen during the course of the time-and-duty analysis, it seems probable that the reason the salesmen replied in the negative is the belief of some of them that the average druggist is so independent he would resent any suggestions as reflecting on his ability to operate his store. That this belief is largely without foundation has already been shown by the replies of the retailers themselves.

The great majority of the salesmen also recognize that dealer assistance is part of their job as salesmen, as shown in Table 7.

TABLE 7—DO YOU THINK ADVICE AND ASSISTANCE TO THE
RETAILERS IS PART OF YOUR JOB?

Answer	Number of Salesmen	Per Cent of Salesmen
Yes	393	92.2
No	8	1.9
No opinion	25	5.9
Total	426	100.0

Source: Wholesale drug salesmen's questionnaire.

It is noticeable that 92.2 per cent of the salesmen felt that this type of service was part of their job, while only 81.2 per cent

thought the retailer wanted it—possibly an indication that the salesmen think it is their duty to convince these retailers who do not want any assistance that they should have it. Only eight salesmen stated definitely that they did not consider it a part of their job—2 per cent of the group. Perhaps one of this latter group is the salesman about whom a retailer commented, "I have often asked for this type of advice and assistance, but have always been told that 'Our house does not supply this service.'"

While the salesmen recognize that advice and assistance is a part of their job, they also recognize that they have been somewhat lax with respect to this aspect of their jobs (Table 8). Two-

TABLE 8—DO YOU THINK YOU SHOULD SPEND MORE, THE SAME, OR LESS TIME IN ADVICE AND ASSISTANCE TO THE RETAILER?

Answer	Number of Salesmen	Per Cent of Salesmen
More time	287	67.4
The same amount of time.....	103	24.2
Less time	11	2.6
No answer	25	5.8
Total	426	100.0

Source: Wholesale drug salesmen's questionnaire.

thirds of all the salesmen felt that they were not spending enough time in this type of activity, while only 2.6 per cent felt they were spending too much time. One salesman stated very clearly why he thought that dealer assistance was part of his work, and why it was particularly important at the present time, when the retail druggist, in common with most retailers, has found it unnecessary to do any selling. He said:

When I first started merchandising . . . goods of all types were available in any quantity, and sales were made through attractive displays, clerk enthusiasm, and incentives—all depending on the individual manager's attitude. It has been somewhat of a revelation to me to see how the average store can do business these days, with sloppy administration, dirty stores, and a take-it-or-leave-it attitude. I enjoy talking with a man who is sales minded instead of one that wishes the customers would stop bothering him. I know this won't continue, but a lot of businesses will go on the rocks unless this (latter) type of man gets the needle.

The implication of the salesman is that there is only one per-

son to give the retailer the "needle"—the wholesale drug salesman. Certainly it is to the best interest of the salesman and the wholesaler, as well as the retailer, to do as much as possible toward getting this type of store on its feet. The retailer has indicated conclusively that he wants to be helped.

The Wholesale Executives' Attitude Toward Dealer Assistance—The wholesale executives who answered the questionnaire were even more definite than the retailers in stating that advice and assistance to the retailers was part of the job of their salesmen. Only one executive out of 83 stated definitely that the salesmen should not concern themselves with this type of work (Table 9). Seventy-six answered in the affirmative. The 76 who an-

TABLE 9—DO YOU THINK ADVICE AND ASSISTANCE TO THE RETAILER IS PART OF THE JOB OF THE WHOLESALE DRUG SALESMAN?

Answer	Number of Executives	Per Cent of Executives
Yes	76	91.6
No	1	1.2
No answer	6	7.2
Total	83	100.0

Source: Wholesale drug executives' questionnaires.

swered "yes" are not all merely giving lip-service to the idea, for 34 of the executives mentioned definite programs that their house is undertaking. These include:³

Store layout and modernization programs—8 houses

Clerk meetings or clerk training—9 houses

Departmentization programs—5 houses

Miscellaneous programs or plans—12 houses

One progressive wholesale house is basing an entire training and selling program on a detailed and competently worked out departmentization program, with complete plans for some one department presented every second month. It is unfortunately true, however, that the most progressive plans of management may fail because of the apathy or mistrust of the salesmen. During an entire week spent with salesmen from this house, not once was the departmentization program mentioned to a retailer. The program is new, however, and the management recognizes that

³ Based on data from questionnaires on file at the Ohio State University.

it will take time to make it a success. Data obtained from the present study indicate that such a service program, if applied by a competent sales force, will succeed.

The wholesale executives' ideas about the importance of dealer assistance is indicated by the amount of time they thought should be spent by salesmen on such service. There is, of course, a wide variation among the executives as to the amount of time that should be spent. It is obvious, however, that most of them thought considerable emphasis should be placed on this type of activity (Table 10).

TABLE 10—PERCENTAGE OF TIME THAT WHOLESALE DRUG EXECUTIVES BELIEVE SALESMEN SHOULD SPEND IN ASSISTING RETAILERS

Per Cent of Salesman's Time	Number of Executives	Per Cent of Executives
Less than 2.5	2	2.4
2.5 - 7.4	11	13.3
7.5 - 12.4	17	20.5
12.5 - 17.4	3	3.6
17.5 - 22.4	5	6.0
22.5 - 27.4	10	12.1
27.5 and over	3	3.6
All time necessary	7	8.4
No answer	25	30.1
Total	83	100.0

Source: Wholesale drug executives' questionnaires.

Types of Advice and Assistance Received by Retailers—It is apparent that a large majority of the retailers (87 per cent) want advice and assistance from their wholesale drug salesmen. The salesmen agreed almost unanimously (92 per cent) that this type of effort is part of their jobs, while 90 per cent of the executives definitely believe that the salesmen should render this type of assistance. What is actually being done? Table 11 show the type of assistance received by the retailers during the last four calls made on them by the salesmen prior to answering the questionnaire. It is apparent that the salesmen are rendering some assistance in all the subjects mentioned, with particular emphasis being placed on sales promotional advice, assistance in getting displays, information about successful sales promotions of other druggists, and sources of items not stocked. It should be noted that data in

TABLE 11—TYPES OF ADVICE AND ASSISTANCE RECEIVED BY RETAIL DRUGGISTS FROM THEIR WHOLESALE DRUG SALESMEN

Type of Advice or Assistance Received	Number of Retailers Receiving	Number of Retailers Answering	Per Cent of Retailers Receiving
Sales Promotion Advice	290	540	53.7
Assistance in Getting Displays	271	536	50.6
Information about other Druggists' Promotions..	260	536	48.5
Sources of Items Not Stocked	240	532	45.1
Display Advice	189	537	35.2
Managerial Advice	187	534	35.0
Advice to Clerks	179	540	33.1
Advice on Layout or Arrangement	132	530	24.9
Assistance on Display Arrangement	127	532	23.9
Miscellaneous	40	534	7.1

Source: Retail druggists' questionnaire.

Table 11 are not comparable with those given in Table 5. Table 11 presents data obtained when the druggists were asked to check all items in which they received assistance; data shown in Table 5 include only the three they considered the most important.

Time Spent by Salesmen Giving Advice and Assistance:

1. *Retailers' Estimates*—To get the retailer's estimate as to the amount of time spent by the salesmen in assisting them, they were asked: Approximately how much time, in total, did he (the salesman) spend in this type of assistance during his last four calls? It was realized, in asking this question, that an estimate of time covering calls stretching over a period up to four months would be little more than a guess. It would, however, show what the retailer thought he was receiving. Table 12 gives the results. Almost 33 per cent of the retailers said they received no help of

TABLE 12—MINUTES OF ADVICE AND ASSISTANCE RECEIVED PER CALL FROM WHOLESALE DRUG SALESMEN, AS ESTIMATED BY RETAIL DRUGGISTS

Minutes per Call	Number of Retailers	Per Cent of Retailers
0	183	32.6
5.0 or less	109	19.4
5.1 - 10.0	98	17.5
10.1 - 15.0	66	11.8
15.1 and over	31	5.5
No answer	74	13.2
Total	561	100.0

Source: Retail druggists' questionnaire.

any kind, and an additional 19.4 per cent estimated that they received less than five minutes per call. Slightly over one-third said they were getting more than five minutes of assistance per call.

2. *Salesmen's Estimates*—To discover what the salesmen thought they were doing in this type of activity, they were asked to estimate the amount of time they had spent in dealer assistance during the past week. Again it was realized that an estimate of time covering a full week—covering from 25 to over 100 calls—would express little more than the salesman's opinion of what he was doing, and not the actual time he spent. The answers of the salesmen are summarized in Table 13. The comparison with

TABLE 13—MINUTES PER CALL SPENT IN ADVICE AND ASSISTANCE TO THE RETAIL DRUGGISTS, AS ESTIMATED BY WHOLESALE DRUG SALESMEN

Minutes per Call	Number of Salesmen	Per Cent of Salesmen
0	36	8.5
5 or less	201	47.2
5.1 - 10.0	67	15.7
10.1 - 15.0	34	8.0
15.1 and over	33	7.7
No answer	55	12.9
Total	426	100.0

Source: Wholesale drug salesmen's questionnaire.

the data supplied by the retailers is interesting. One-third of the druggists reported receiving no help of any kind, while only 8 per cent of the salesmen reported giving no help. The great bulk of the salesmen (47.2 per cent) thought they spent between 1 and 5 minutes per call. Only 15.7 per cent thought they spent over 10 minutes.

3. *Observation from the Time-and-Duty Analysis*—The time-and-duty analysis, however, indicates that the estimates of both the retailers and the salesmen are too high. As shown in Table 14, in only 22.9 per cent of the calls observed did the retailer receive supplementary advice or assistance of any kind—77.1 per cent of the calls show no help being given. The average amount of time spent per call by all salesmen was less than one minute in this type of service. A few salesmen said they held occasional

TABLE 14—MINUTES PER CALL SPENT IN ADVICE AND ASSISTANCE TO THE RETAIL DRUGGIST, BASED ON TIME-AND-DUTY ANALYSIS

Minutes per Call	Number of Calls	Per Cent of Calls
0	444	77.1
5 or less	113	19.6
5.1 - 10.0	17	2.9
10.1 - 15.0	2	0.4
15.1 and over	0	0.0
Total	576	100.0

Source: Time-and-duty study: 576 calls made by 70 salesmen from nine wholesale drug firms.

meetings for clerks at night, but none were held on the days during which they were observed. Only one salesman of the 70 had a definite program of dealer assistance which he followed regularly. Recognizing that an attempt to help every customer on every call would result in very little help being given to anyone, he decided to devote his attention mainly to one store per week. Starting with those in which the need was most evident and the dealer the most receptive, he made appointments for returning on Saturday mornings, Sundays, or in the evenings, and planned to spend several hours in each store. In addition to this, he made suggestions to clerks or discussed problems with the retailers in several stores called on during the day he was observed. He was the only salesman who spent more than 10 minutes on this type of activity in any store. The retailers gave every indication of appreciating what he was doing, and seemed eager to have his advice about display and promotion.

KNOWLEDGE OF PRODUCTS AND STOCKS

Retailers' Estimates—The second main phase of the duties of the salesmen which was investigated was their product knowledge—their needs and deficiencies in knowledge of stock, items, sizes, prices, and properties of the thousands of items which they sell. It has already been shown (Table 1) that, although the majority of the retailers think that training in methods of dealer advice and assistance is most important, training in product knowledge is also necessary. When asked specifically about what types of products and in what way the knowledge of the sales-

men was inadequate, the retailers agreed that the salesmen were most deficient in their knowledge of drugs, chemicals, and pharmaceuticals (Table 15 and Chart 6). Particularly, the salesmen

TABLE 15—NUMBER OF RETAIL DRUGGISTS WHO BELIEVE THE PRODUCT KNOWLEDGE OF THEIR WHOLESALE DRUG SALESMEN INADEQUATE, BY TYPE OF PRODUCT AND WAY IN WHICH INADEQUATE

Type of Product, and Type of Inadequacy	Number of Times Mentioned
Drugs and Chemicals	
Knowledge of New Products	147
Uses of Product	157
Sizes and Prices	101
Pharmaceuticals	
Knowledge of New Products	140
Uses of Product	153
Sizes and Prices	81
Sundries	
Knowledge of New Products	92
Uses of Product	37
Sizes and Prices	48
Toiletries	
Knowledge of New Products	79
Uses of Product	62
Sizes and Prices	65
Proprietaries	
Knowledge of New Products	66
Uses of Product	46
Sizes and Prices	28

Source: Retail druggists' questionnaire.

did not have enough information on uses of the products and knowledge of new products. It is worth noting that the most common failing of the salesmen in respect to sundries, toiletries, and proprietaries was lack of information about new products.

A more concise picture of the number of retailers who thought the salesmen inadequate in at least one phase of knowledge about each type of product is given in Table 16. Almost 40 per cent thought the salesmen were inadequately informed on some phase of knowledge of drugs and chemicals, and an almost equal number, of pharmaceuticals. Twenty per cent also believed that the salesman lacked knowledge of toiletries, while something less than that thought his knowledge of sundries and proprietaries was deficient. While this indicates a definite lack on the part of some 40 per cent of the salesmen, the surprising thing is that so

CHART 6 — TYPES OF PRODUCTS ABOUT WHICH THE WHOLESALE DRUG SALESMAN HAS INADEQUATE KNOWLEDGE, AS INDICATED BY THE RETAIL DRUGGIST, UNITED STATES, JUNE–AUGUST, 1946

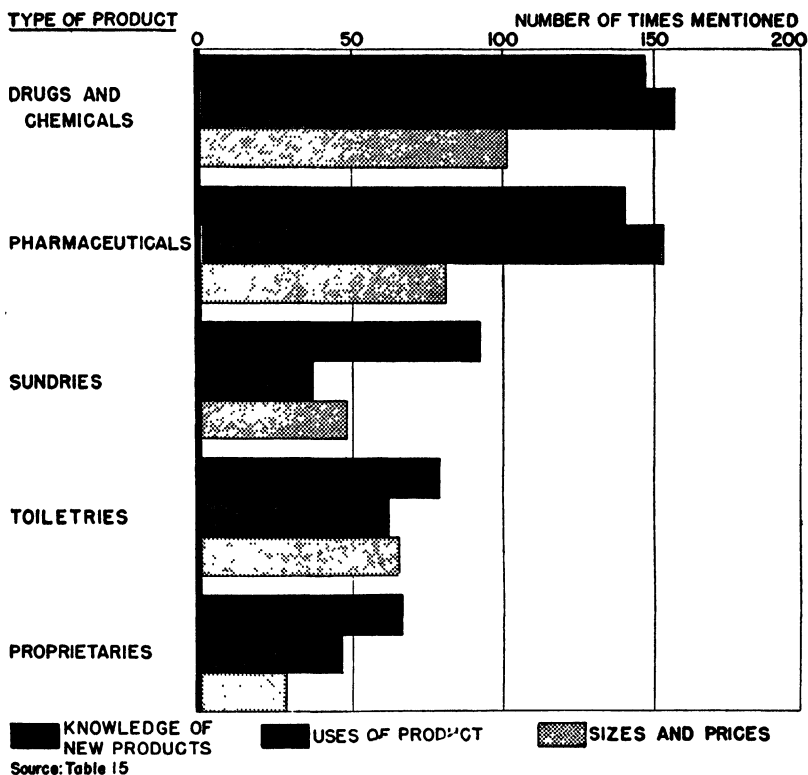


TABLE 16—NUMBER OF RETAILERS WHO BELIEVE THEIR WHOLESALE DRUG SALESMEN INADEQUATE IN AT LEAST ONE PHASE OF PRODUCT KNOWLEDGE

Type of Product	Number of Retailers Mentioning	Per Cent of Retailers
Drugs and Chemicals	220	39.2
Pharmaceuticals	212	37.8
Toiletries	121	21.6
Sundries	110	19.6
Proprietaries	90	16.0
Number of Retailers Answering Question	561	100.0

Source: Retail druggists' questionnaire.

many of the druggists thought the salesmen's knowledge adequate, considering the difficulty of their task.

Further information on the salesmen's knowledge of general selling information may be obtained from Table 40, which is discussed in Chapter IV. While this table is primarily concerned with personality characteristics, the last four items shown bear on the question in hand. It is interesting to note that all personality characteristics received a higher rating than those subjects concerned with factual knowledge. Only in knowledge of available deals are the salesmen ranked as high as for the lowest ranking personality characteristic. Definite improvement could be shown on knowledge of the availability of items (although it was an especially difficult time for the salesmen to keep informed on this subject). Only 61 per cent thought the salesmen had a good or excellent knowledge of current advertising, while 53 per cent thought their knowledge of the problems of the retailer was above average. Sixteen per cent of the druggists rated the salesmen poor or very poor on this last subject.

Opinions of Salesmen—It has already been seen that 70 per cent of the salesmen agree that they need some type of training. It has also been pointed out that 45 per cent of the salesmen believe they need this training in technical knowledge of the products they sell, and 35 per cent think they need house training in items, sizes, and prices.

Turning to the answers from those salesmen who think they need additional product knowledge, it can be seen that the salesmen are in entire agreement with the retailers. By far the greatest percentage (67.8 per cent) believe they need training in pharmaceuticals (which includes drugs and chemicals). Table 17 also shows that, with the retailers, the salesmen believe that next in importance is training in sundries, although it is a poor second, with only 17.2 per cent of the salesmen mentioning it. Following that, with 8.9 per cent, comes training in proprietaries, and training in veterinary products, with 5.0 per cent. The miscellaneous subjects include such various products as vitamins, films and cameras, electrical equipment, the house line, etc.

The thoughtfulness with which the salesmen answered these

TABLE 17—TYPE OF PRODUCTS IN WHICH WHOLESALE DRUG SALESMEN BELIEVE THEY NEED ADDITIONAL TRAINING

Type of Product	Number of Salesmen	Per Cent of Salesmen
Pharmaceuticals, Drugs, etc.....	122	67.8
Sundries	31	17.2
Proprietaries	16	8.9
Veterinary Products	9	5.0
Miscellaneous	20	11.1
Number of Salesmen Answering Question	180	

Source: Wholesale drug salesmen's questionnaire.

questions is indicated by the results appearing in Table 17. The actual question asked (See salesmen's questionnaire—question 3) gave pharmaceuticals and proprietaries as illustrations of what was meant by "type of product." Some hesitation was felt in including any illustration, since it was thought the salesmen would have a tendency to check the suggested answers, and not bother to give the question any real thought. The fact that only 9 per cent of the salesmen mentioned proprietaries indicates that those salesmen who felt they needed product knowledge answered only after considerable thought.

SUMMARY

A wide variety of information about the job of the wholesale drug salesmen has been presented in this chapter. It is summarized briefly below:

1. Retailers, salesmen, and executives agree that aid and advice to the retailers is part of the wholesale drug salesman's job—especially advice of a sales promotional nature. This need was put very simply and concisely by one druggist: "Unless the retailer is prosperous, the wholesaler cannot hope to prosper." Actual experience in the time study, however, indicated that very little of this assistance was being given. Both the retailers and the salesmen think that the greatest training need of the salesmen is in this aspect of the salesman's job.

2. The salesman must have an adequate knowledge of his own merchandise if he is to sell efficiently. Both the retailers and the salesmen think that additional training is needed in this field. Two distinct types of training were indicated. First, the salesmen need more information about sizes, prices, deals, etc. Second, specific product training, especially in drugs and

pharmaceuticals, is required. Almost 40 per cent of the retailers believe the salesman inadequate in his knowledge of these products.

3. If the salesman is to sell the products he believes the retailer needs, he must have some knowledge of salesmanship. Over half the salesmen believe they need this type of training.

The approach to this chapter has been based on service to the retailer. Salesmanship has been largely ignored, while the service aspects of the salesman's job have been emphasized. This was not an attempt to solve a practical problem by an idealistic approach, nor was it done through any lack of appreciation of the fact that the wholesale druggist is primarily interested in increasing his sales. Rather, it grew out of a conviction that the service approach to selling will result in larger sales, not only for the wholesaler, but for the retailer as well.

Salesmanship can be looked at from two diametrically opposed viewpoints. One salesman may try to sell an item because he wants to increase his own sales. A second salesman may try to sell an item because an analysis of his customer has convinced him that the item is needed. The necessity for salesmanship may exist in both cases—in fact, both may be trying to sell the same item.

The fact that the service approach is emphasized does not deny the importance of salesmanship; rather, it attempts to show the direction in which the salesmanship should be applied, based on the over-all objectives of the wholesale drug industry. A later chapter, on selling effectiveness, is devoted entirely to an analysis of the various selling methods and types of sales arguments used.

CHAPTER III

CONDITIONS OF WORK

An essential part of the job analysis, as indicated by the definition presented earlier, is a study of the conditions surrounding the job. For the job analysis of the wholesale drug salesman, this includes such factors as size of territory, number of calls made per day, hours worked, amount of earnings, etc. This chapter presents data gathered about these aspects of the job.

SIZE OF TERRITORIES

The number of accounts in a territory varies so widely that it is difficult to give an average figure. While some salesmen are calling on fewer than 20 accounts, others have over 100. The largest number of accounts reported was 160. Table 18 shows that

TABLE 18—SIZE OF TERRITORIES OF WHOLESALE DRUG SALESMEN,
BY CITY AND COUNTRY SALESMEN

NUMBER OF ACCOUNTS	CITY SALESMEN		COUNTRY SALESMEN	
	Number	Per Cent	Number	Per Cent
10-19	3	1.9	..	..
20-29	14	8.8	13	4.9
30-39	32	20.1	67	25.3
40-49	47	29.5	89	33.6
50-59	21	13.2	56	21.1
60-69	17	10.7	20	7.6
70-79	9	5.7	7	2.6
80-89	3	1.9	5	1.9
90-99	3	1.9	..	..
100 and over	8	5.0	4	1.5
No answer	2	1.3	4	1.5
Total	159	100.0	265	100.0

Source: Wholesale drug salesmen's questionnaire.

Note: Two salesmen could not be identified as city or country.

the most common territory size, both for city and country salesmen, lies between 40 and 50 accounts (44 is the modal number for city salesmen; 45 for country salesmen), and that 62.8 per cent of the city territories and 80.0 per cent of the country territories

have between 30 and 59 accounts. There has been a constant tendency in the wholesale drug field to decrease the number of accounts handled by each salesman, so that he will have time to cultivate each account more thoroughly. One executive said that he had seen the average number of accounts in each territory fall from over 100 to about 40 for his house, and expected the number to fall even more. He believed that something under 20 accounts would eventually be considered the normal territory size.

On the whole, the salesmen are satisfied with the present size of their territories, as shown by Table 19. Over half the salesmen

TABLE 19—WOULD YOU FAVOR HAVING MORE ACCOUNTS, FEWER ACCOUNTS, OR KEEPING THE SAME NUMBER YOU HAVE NOW?

Answer Given	Number of Salesmen	Per Cent of Salesmen
Would like more accounts	75	17.6
Would like fewer accounts	93	21.8
Prefer to keep same number . . .	242	56.8
No answer	16	3.8
Total	426	100.0

Source: Wholesale drug salesmen's questionnaire.

want to keep the number of accounts they now have, while only 17.6 per cent want larger territories. Surprisingly, over one-fifth of the salesmen wanted smaller territories. Information obtained during the time-and-duty study indicated that territories which had been decreased in size were shortly producing sales volumes equal to or greater than had been obtained before the size was cut down. Both salesmen and executives agreed that this was due to a more intense cultivation of present accounts. Little consideration was given to the increased sales of the retailers.

The tendency to decrease territory size has been marked since the end of the recent war. That it will apparently continue is indicated by the fact that 79 of the 83 executives who returned questionnaires plan on adding to their present sales forces, by an average of almost two new salesmen per house.¹

The great majority of territories have definite geographical limits. Even today, however, one-fifth of the city territories and

¹ Based on data from questionnaires on file at Ohio State University.

seven per cent of the country territories overlap.² It is almost a truism in scientific sales management that strict geographical territorial limits be set, yet a contrary tendency, once started, is difficult to change. There is a distinct danger that territory overlapping, particularly in the cities, may increase. In at least two of the nine houses visited in the time-and-duty study new city territories were being formed out of the poorer accounts of the present city salesmen. In connection with overlapping territories, one salesman commented:

In my judgment each of our nine salesmen wastes at least 500 hours a year due to overlapping territory. To make it clear—in some cases a town with five drug stores may be visited by three or four salesmen out of the nine. Back calls require a return from the next town, which may be five or six miles away. In other words, if there are five or six accounts in a town, one salesman should call on all.

NUMBER OF CALLS MADE PER DAY

The variation in the number of accounts in a territory is matched by the variation in the number of calls made per day. Table 20 presents a summary of the number of calls made per

TABLE 20—NUMBER OF CALLS MADE PER DAY BY CITY AND COUNTRY WHOLESALE DRUG SALESMEN

NUMBER OF CALLS	CITY SALESMEN		COUNTRY SALESMEN	
	Number	Per Cent	Number	Per Cent
Less than 4	4	1.3	10	1.9
4-6	56	17.9	189	36.0
7-9	118	37.8	221	42.2
10-12 ..	83	26.6	88	16.8
13-15	30	9.6	16	3.1
16-18	13	4.2	..	..
19-21	6	1.9	..	..
Over 21	2	0.7	..	..
Total	312	100.0	524	100.0

Source: Wholesale drug salesmen's questionnaire.

Note: Salesmen reported number of calls for two separate days. Eight salesmen did not answer.

day by city and country salesmen. There were four city and ten country salesmen who made less than four calls per day, while at the other extreme, two city salesmen reported making more than

² *Ibid.*

21 calls. The average number of calls made daily lies between seven and nine for both city and country salesmen. A breakdown of the data by the exact number of calls shows that the middle number in the series—the median—is seven calls per day by country salesmen and nine calls per day by city salesmen.

The number of calls that can be made effectively in one day varies with the type of customer, the efficiency of the salesman, the length of the working day, and the desires of the house. However, the wide range in daily calls given above shows that there is some need to look further into this question. It is a fairly simple matter to show that within a given period of time, the more calls made, the less will be the efficiency of the salesman. This point will be discussed more fully in connection with the time study, but it takes no statistical evidence to know that a salesman making more than 21 calls per day is doing very little selling.

The salesmen are given a large measure of control in arranging the routing to be followed in making their calls. Only 23 per cent of the executives made any attempt to arrange this sequence, although the efficiency of the salesman's schedule was checked by 61 per cent of the executives.³ Since travel time is entirely non-productive time, it is of considerable importance that it be cut to a minimum.

The executives exercise more control in deciding the frequency with which the salesmen make their calls. Half of the executives reported that they decide on the frequency, 13 per cent stated it was worked out in conjunction with the salesmen, while only 34 per cent left it entirely up to the salesmen. When the executives did decide on the frequency of the calls, their decision was based largely on potential business, volume of purchases, and competitive actions.⁴ In general, the retailers are satisfied by the number of calls they now receive, as shown in Tables 21 and 22. The bulk of both the city and country customers receive and want weekly calls. It is noticeable, however, that several of the customers receiving calls less often than weekly would like to have the number increased. It seems obvious that the wholesale drug salesman, in most cases, is a welcome visitor.

³ Based on data from questionnaires on file at Ohio State University.

⁴ Based on data from questionnaires on file at Ohio State University.

TABLE 21—FREQUENCY OF CALLS RECEIVED BY CITY RETAIL DRUGGISTS FROM WHOLESALE DRUG SALESMEN AND FREQUENCY DESIRED

Frequency of Call	Percentage of Retailers Receiving	Percentage of Retailers Desiring
Less often than weekly	17.0	11.3
Weekly	52.2	49.7
More often than weekly	26.4	28.3
No answer	4.4	10.7
Total	100.0	100.0

Source: Retail druggists' questionnaire.

Note: Based on 159 identified city retail drug stores.

TABLE 22—FREQUENCY OF CALLS RECEIVED BY COUNTRY RETAIL DRUGGISTS FROM WHOLESALE DRUG SALESMEN AND FREQUENCY DESIRED

Frequency of Call	Percentage of Retailers Receiving	Percentage of Retailers Desiring
Less often than weekly	31.8	19.8
Weekly	53.9	60.4
More often than weekly	12.9	12.9
No answer	1.4	6.9
Total	100.0	100.0

Source: Retail druggists' questionnaire.

Note: Based on 217 identified country retail drug stores.

TIME SPENT BY THE SALESMEN

The average salesman, particularly the average country salesman, spends considerable time at his job. Some reported spending more than 78 hours per week actually on the road, although, at the other extreme, a few spent less than 40 hours weekly. Table 23 shows that the country salesmen spend consistently greater

TABLE 23—NUMBER OF HOURS SPENT WEEKLY TRAVELING AND CALLING ON CUSTOMERS, BY CITY AND COUNTRY SALESMEN

HOURS PER WEEK	CITY SALESMEN		COUNTRY SALESMEN	
	Number	Per Cent	Number	Per Cent
Less than 38	5	3.1	2	0.7
38-47	41	25.8	18	6.8
48-57	37	23.3	73	27.1
58-67	14	8.8	82	31.0
68-77	4	2.5	25	9.4
78 and over	2	1.3	6	2.3
No answer	56	35.2	60	22.7
Total	159	100.0	265	100.0

Source: Wholesale drug salesmen's questionnaire.

Note: Two salesmen could not be identified as city or country.

amounts of time than do the city salesmen. The great majority of the city salesmen spend between 38 and 57 hours per week, while the bulk of the country salesmen work between 48 and 67 hours weekly. It must be remembered, however, that the time given by the salesmen covers not only time spent in getting to his first account and in returning from his last account at night, but also eating time. Any attempt to compare the hours of the salesmen with the hours of a warehouse employee, for example, must take that into consideration.

Not only does the average salesman spend long hours on the road, but he also has considerable work to do at home preparing for his selling task. He must study the bulletins and brochures sent out by the house, keep his catalog posted up to date, and, during the past few years, spend considerable time in the thankless task of allocating scarce merchandise. Table 24 summarizes

TABLE 24—NUMBER OF HOURS SPENT WEEKLY AT HOME PREPARING FOR WORK BY CITY AND COUNTRY SALESMEN

HOURS PER WEEK	CITY SALESMEN		COUNTRY SALESMEN	
	Number	Per Cent	Number	Per Cent
3 or less	16	10.0	48	18.1
4-6	36	22.6	68	25.6
7-9	14	8.8	27	10.2
10-12	23	14.5	32	12.1
13 and over	12	7.6	25	9.5
No answer	58	36.5	65	24.5
Total	159	100.0	265	100.0

Source: Wholesale drug salesmen's questionnaire.

Note: Two salesmen could not be identified as city or country.

the results when the salesmen were asked: How much time do you spend at home preparing for work?

The salesmen are virtually independent when it comes to the amount of time spent at their work. Salesmen were observed during the course of the time-and-duty study who made a practice of working only from about 9:30 in the morning until 4:00 or 5:00 in the afternoon, while others regularly worked twelve to fourteen hours per day. Very little attempt is made by the house executives to control this time—only 24 per cent reported making any attempt at control whatsoever. Route lists and daily sales reports were the most common devices used by those houses who

do attempt such control. One firm reported it made telephone checks with customers, while one house insisted that salesmen report approximate time of each call on a daily report form. The salesmen were also free to decide the amount of time given each customer. Only eight per cent of the executives reported making any attempt to direct or control the salesmen in this respect.⁵

METHODS OF COMPENSATION

Of the two basic forms of compensation, salary and commission, the commission form of payment was by far the most frequently used. As shown by Table 25, only 32 of the 426 salesmen reported receiving a straight salary, while 64 more reported being paid on a salary plus commission basis. The great majority of the salesmen are paid on the basis of a straight commission, a method of payment approved by most of them, as evidenced by Table 25.

TABLE 25—TYPE OF COMPENSATION PLAN USED BY WHOLESALE DRUG FIRMS AND TYPES PREFERRED BY SALESMEN

TYPE OF COMPENSATION	PLAN USED		PLAN PREFERRED	
	Number of Salesmen	Per cent of Salesmen	Number of Salesmen	Per cent of Salesmen
Salary	32	7.5	7	1.7
Commission	264	62.0	286	67.1
Salary plus Commission	64	15.0	63	14.8
Drawing Account plus Commission..	62	14.6	44	10.3
Other	1	0.2	3	0.7
No answer	3	0.7	23	5.4
Total	426	100.0	426	100.0

Source: Wholesale drug salesmen's questionnaire.

Only seven salesmen preferred the salary type of payment, while 286—two-thirds of the group—preferred to be paid on the basis of straight commission. As one salesman said: "When you're paid on a straight commission, it's just the same as being in business for yourself, with someone else putting up the capital." Before too much importance is attached to the preferences of the salesmen, however, it must be remembered that sales and earnings in 1946 were at an extremely high level, as shown by the figures given below. The answer to this same question might have been different in 1933.

⁵ Based on data from questionnaires on file at Ohio State University.

AMOUNT OF SALES

The average city salesman had a total sales volume of \$156 thousand for the first six months of 1946, or about \$312 thousand for the entire year; the average country salesman sold \$136.6 thousand during the first six months of 1946, or about \$273 thousand for the entire year. The range was from a low of \$30 thousand to a high of \$400 thousand for the six-month period. The complete breakdown is given in Table 26. Sales figures given in this

TABLE 26—TOTAL SALES OF CITY AND COUNTRY WHOLESALE DRUG SALESMEN FOR FIRST SIX MONTHS OF 1946

SALES	CITY SALESMEN		COUNTRY SALESMEN	
	Number	Per Cent	Number	Per Cent
Less than \$100,000	17	10.7	44	16.6
\$100,000 - \$149,000	45	28.3	97	36.6
\$150,000 - \$199,000	38	23.9	67	25.3
\$200,000 - \$249,000	13	8.2	9	3.4
\$250,000 - \$299,000	6	3.8	4	1.5
\$300,000 and over	5	3.1	2	0.8
No answer	35	22.0	42	15.8
Total	159	100.0	265	100.0

Source: Wholesale drug salesmen's questionnaire.

Note: Two salesmen could not be identified as city or country.

section include all sales credited to the salesman, including turn-over orders and telephone sales. The great majority of the salesmen, both city and country, sold between \$100 thousand and \$200 thousand for the six-month period.

EARNINGS OF SALESMEN

As would be expected, earnings varied as widely as sales. One salesman reported receiving less than \$1,000 for the six-month period, while the other extreme showed earnings of \$7,400 for this same period. A summary of the earnings, by city and country salesmen, is given in Table 27. The range of earnings is so great that an average figure does not mean a great deal. The arithmetic average of the earnings shows that the average city salesman earned \$2,582 for the first six months of 1946, or about \$5,164 per year; the average country salesman earned \$2,855 during this same six-month period, or about \$5,710 for the year. Both of these

TABLE 27—EARNINGS OF CITY AND COUNTRY WHOLESALE DRUG SALESMEN FOR FIRST SIX MONTHS OF 1946

EARNINGS	CITY SALESMEN		COUNTRY SALESMEN	
	Number	Per Cent	Number	Per Cent
Less than \$1500	14	8.8	9	3.4
\$1500 - \$1999	20	12.6	18	6.8
\$2000 - \$2499	23	14.5	50	18.9
\$2500 - \$2999	27	17.0	33	12.5
\$3000 - \$3499	13	8.2	42	15.8
\$3500 - \$3999	14	8.8	29	10.9
\$4000 - \$4999	11	6.9	29	10.9
\$5000 and over	4	2.5	10	3.8
No answer	33	20.7	45	17.0
Total	159	100.0	265	100.0

Source: Wholesale drug salesmen's questionnaire.

Note: Two salesmen could not be identified as city or country.

figures were computed after a deduction was made from the earnings of those salesmen who reported they paid their own expenses. (The average amount paid to a country salesman for expenses, as reported by the executives, was \$147 per month; for a city salesman, \$56 per month.)⁶

It is obvious from a glance at Table 28 that the average sales-

TABLE 28—COMPARISON OF EARNINGS OF AVERAGE COUNTRY WHOLESALE DRUG SALESMAN WITH EARNINGS OF OTHER WHOLESALE DRUG EMPLOYEES, AS REPORTED BY WHOLESALE DRUG EXECUTIVES

RELATIVE EARNINGS OF SALESMEN	JOBS USED FOR COMPARISON					
	Operations Manager		Chief Accountant		Sales Manager	
	Number of Houses	Per cent of Houses	Number of Houses	Per cent of Houses	Number of Houses	Per cent of Houses
Salesmen earn:						
More	38	45.8	46	55.4	21	25.3
About the same	13	15.7	23	27.7	21	25.3
Less	23	27.7	8	9.7	36	43.4
No answer ..	9	10.8	6	7.2	5	6.0
Total	83	100.0	83	100.0	83	100.0

Source: Wholesale drug executives' questionnaire.

man is also relatively well paid, as compared with the other major jobs in the house. The salesman earns more than 45.8 per cent of the operations managers of the 83 houses, and more than 55.4 per cent of the chief accountants. Particularly noteworthy is the fact that the *average* country salesman in one-fourth of the houses

⁶ Based on data from questionnaires on file at Ohio State University.

earns more than the sales manager, and an additional one-fourth earn as much. If the earnings of the *best* salesmen are compared with the same jobs, the results are even more striking, as shown below:⁷

- 68.7 per cent earn more than the operations manager
- 83.2 per cent earn more than the chief accountant
- 59.0 per cent earn more than the sales manager

There is little reason to wonder why salesmen sometimes find little difficulty in resisting offers of promotion to sales manager, nor why the latter sometimes leave their executive positions and return to the road.

The earnings of the wholesale drug salesmen during 1946 were high, both absolutely and relative to other jobs in the house. What do the salesmen think of these earnings? Apparently they are well satisfied. This was the common impression gathered during the course of the time-and-duty analysis; it is borne out by Table 29, which shows what the salesmen, themselves, think

TABLE 29—MONTHLY COMPENSATION WHICH PRESENT SALESMEN CONSIDER FAIR FOR AVERAGE WHOLESALE DRUG SALESMAN

Compensation Suggested (to nearest \$25)	Number of Salesmen Answering	Per Cent of Salesmen Answering
\$275 or less	21	8.0
\$300	38	14.6
\$350	42	16.1
\$400	66	25.3
\$450	15	5.7
\$500	45	17.2
\$550	2	0.8
\$600	25	9.6
\$626 and over	7	2.7
Total	261	100.0

Source: Wholesale drug salesmen's questionnaire.

the average salesman should earn. The variation is wide, running from less than \$275 per month to over \$626, but the median indicates that about \$400 represents fair earnings. Actual earnings for 1946 exceeded this figure for both city and country salesmen, as shown in Table 27.

The executives were generally agreed that the salesmen should be free to earn as much as they could. When asked, "Do you

⁷ Based on data from questionnaires on file at Ohio State University.

think any ceiling should be placed on salesmen's earnings?" only 10.9 per cent answered definitely in the affirmative.⁸ Four executives believed earnings should be controlled by cutting territories, which has the further advantage of increasing coverage and total volume for the house. Three executives suggested a maximum earnings figure, ranging from \$5,000 to \$7,500 per year. One sales manager neatly straddled the issue by answering, "I say 'yes' because if they are too large they present a morale problem with your house executives—buyers, accountants, etc. I say 'no' because a ceiling tends to curtail sales effort and enthusiasm."

SUMMARY

This chapter has presented a general picture of the conditions surrounding the job of the wholesale drug salesman. A brief summary is given below.

Size of Territories—The number of accounts in a territory ranges from fewer than 20 to over 100, with one salesman reporting 160 accounts. The most common number of accounts for city salesmen is 44; for country salesmen, 45.

Number of Calls Made Per Day—The number of calls made per day ranges from less than four to more than 21. The median for city salesmen is nine; for country salesmen, seven. Most of the accounts are called on weekly.

Time Spent by the Salesmen—About half the city salesmen work between 38 and 57 hours per week, while 58 per cent of the country salesmen work between 48 and 67 hours weekly. Both city and country salesmen spend an additional four to six hours at home preparing for work. The salesmen are virtually without supervision as to the amount of time spent on the job.

Methods of Compensation—Over 90 per cent of the salesmen are paid on the basis of a straight commission or some variation of the commission plan of payment. This method of compensation is also preferred by well over 90 per cent of the salesmen. Less than 2 per cent indicated a preference for the salary type of compensation plan.

Amount of Sales—The average city salesmen had a total sales volume of about \$156 thousand for the first six months of 1946,

⁸ *Ibid.*

the average country salesman, \$136.6 thousand. The range was from a low of \$30 thousand to a high of \$400 thousand for this same period.

Earnings of Salesmen — The range of earnings for salesmen was from less than \$1,500 for the first six months of 1946 to over \$5,000. The average city salesman earned about \$2,600 for this period, exclusive of expenses; the average country salesman earned about \$2,850. These figures were high relative to the earnings of other major jobs in the wholesale house. Executives agreed, however, that no limit should be placed on the earnings of the salesmen.

CHAPTER IV

BACKGROUND OF PRESENT SALES FORCE

The two preceding chapters have been concerned largely with the job of the wholesale drug salesman and the conditions under which he works. This chapter presents data concerning the background of the present sales force and the adequacy of that background. Included also are data showing the general attitude of the retail druggists toward their wholesalers' salesmen.

EDUCATION

For the difficult job which they have to perform, the salesmen have a surprisingly low level of formal education. The results are given in Table 30 for the question: What was the last grade you attended in school?

Only a little over 10 per cent were four-year college graduates, although about 40 per cent had some college training. One-third

TABLE 30—EDUCATIONAL BACKGROUND OF PRESENT
WHOLESALE DRUG SALESMEN

Amount of Education	Number of Salesmen	Per Cent of Salesmen	Cumulative Per Cent of Salesmen
Grade School—non-graduate	10	2.3	2.3
Grade School—graduate	24	5.6	7.9
High School—non-graduate	71	16.7	24.6
High School—graduate	138	32.4	57.0
College—non-graduate*	129	30.3	87.3
College—graduate	46	10.8	98.1
No answer	8	1.9	100.0
Total	426	100.0	

* Includes all salesmen going to college who spent less than four years.

Source: Wholesale drug salesmen's questionnaire.

finished high school only, and almost a fourth had less than a full high school education. There is some tendency for the educational level to increase in recent years, however, as indicated by a breakdown of amount of education as compared with length

TABLE 31—AMOUNT OF EDUCATION OF WHOLESALE DRUG SALESMEN
BY LENGTH OF TIME SELLING WHOLESALE DRUGS

AMOUNT OF EDUCATION	NUMBER OF YEARS SELLING DRUGS					
	5 years or less		6 through 15		16 and over	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
Grade school—non-graduate..	..	..	1	0.7	9	6.4
Grade school—graduate	2	1.5	10	7.1	12	8.5
High school—non-graduate...	15	10.9	27	19.0	29	20.5
High school—graduate	48	34.8	43	30.3	45	31.9
College—non-graduate	52	37.6	42	29.5	35	24.9
College—graduate	20	14.5	17	12.0	9	6.4
No answer	1	0.7	2	1.4	2	1.4
Total	138	100.0	142	100.0	141	100.0

Source: Wholesale drug salesmen's questionnaire.

Note: Five salesmen did not indicate number of years selling wholesale drugs.

of time selling wholesale drugs, as given in Table 31. It can be seen that those salesmen who are relatively new at selling have a somewhat higher educational level than the older salesmen. Only two salesmen who have been selling five years or less stopped short of high school, while 21 of those salesmen who have been selling 16 years or more are grade school graduates or less. On the other hand, 52 per cent of the former group have had some college training, while only 31 per cent of those selling 16 years or more attended college. Even though the level seems to be rising, only 14 per cent of those salesmen who have started selling within the last five years are college graduates.

Of the 175 who had some college training, the majority—about 45 per cent—went to pharmacy school, while 23 per cent studied business administration. Only 46 were four-year college graduates, but 92 stated that they had graduated from college¹—apparently about half of the graduates attended pharmacy schools which formerly required only two years for graduation.

The relatively low formal education of the average drug salesman immediately raises the question of its sufficiency. The salesmen have a difficult job. Are they properly equipped to handle it?

ADEQUACY OF EDUCATION

Opinions of Salesmen—As shown in Table 32, the salesmen themselves clearly indicate that they do not believe they have

¹ Based on data from questionnaires on file at Ohio State University.

sufficient educational background. Only about one-third thought that a high school education or less was sufficient, although 57 per cent of the force actually has only this amount of education. Almost two-thirds of the salesmen felt that a college education was required (Table 32), but only 11 per cent of the salesmen

TABLE 32—AMOUNT OF EDUCATION CONSIDERED ADEQUATE
BY WHOLESALE DRUG SALESMEN

Education	Number of Salesmen	Per Cent of Salesmen
High School or less	144	33.8
College graduation—Pharmacy	136	31.9
College Graduation—Business	99	23.2
College graduation—Miscellaneous	38	9.0
No answer	9	2.1
Total	426	100.0

Source: Wholesale drug salesmen's questionnaire.

actually have a college education. It is interesting to note that almost a fourth of the salesmen thought that business administration provided a better background than any other type of training, including pharmacy, although the greatest number, about 32 per cent, listed pharmacy as of first importance.

Opinions of Retailers — The response of the retailers to a similar question provides a basis for some interesting comparisons. Like the salesmen, the majority of the retailers thought a college education was desirable. They differed from the salesmen, however, in their idea of the type of college training the salesmen need. Table 33 presents a summary of the results when the retailers were asked: How much education do you think it desir-

TABLE 33—AMOUNT OF EDUCATION WHICH RETAILERS THINK
DESIRABLE FOR WHOLESALE DRUG SALESMEN

Education	Number of Retailers	Per Cent of Retailers
High School or less	203	36.2
College graduation—Pharmacy	220	39.2
College graduation—Business	44	7.8
College graduation—Miscellaneous	74	13.2
No answer	20	3.6
Total	561	100.0

Source: Retail druggists' questionnaire.

able that a wholesale drug salesman have? Slightly over one-third of the druggists thought that a high school education was sufficient—almost the same percentage as among the salesmen. Sixty per cent thought a college education was desirable. The retailers, however, were more interested in the salesmen studying pharmacy than were the salesmen. Very few of the druggists thought training in business administration was desirable. The reasons behind this are somewhat difficult to understand, since the retailers consistently have expressed, in this study, more interest in sales promotional assistance than in product knowledge, and also indicated that it was in the type of training covered in a business administration course that the salesmen most needed additional training.

Opinions of Executives—The wholesale drug executives were almost unanimous in agreeing that a high school education was the minimum requirement in hiring an inexperienced salesman, with 78 of the 83 executives indicating this minimum. Only one executive stated that a grade school education was sufficient, while two said some college education and two said college graduation was the minimum requirement.² When asked what education they thought desirable, however, the executives did not agree with the retailers. The executives thought that business administration was at least as good a background as pharmacy. As shown in Table 34, 27.7 per cent thought that business admin-

TABLE 34—AMOUNT OF EDUCATION WHICH WHOLESALE DRUG EXECUTIVES THINK DESIRABLE FOR THEIR SALESMEN

Type of Education	Number of Executives	Per Cent of Executives
High School graduation	5	6.0
College graduation—Pharmacy	21	25.3
College graduation—Business	23	27.7
College graduation—Miscellaneous	5	6.0
No answer	29	35.0
Total	83	100.0

Source: Wholesale drug executives' questionnaire.

istration was desirable, while 25.3 per cent thought that pharmacy provided the best training. The fact that the executives believe that business administration is as desirable as pharmacy may be

² Based on data from questionnaires on file at Ohio State University..

explained by an appreciation on the part of the executives of the needs of the salesmen for a knowledge of business in dealing with the retailer. It may also be explained by the fact, as suggested by two executives, that pharmacy school graduates may be less permanent than others, due to the ease with which they can get a job in a retail store, with a pharmaceutical house, etc.

The difficulties inherent in the wholesale drug field make the question of educational requirements a difficult one to answer. On the one hand, the great number and variety of items make it almost mandatory that a salesman have spent considerable time inside the house. At the same time, the other requirements of the job—particularly those relating to dealer assistance, which the retailers thought so important—require a broad background of learning which very few salesmen can acquire by themselves. The employer is faced with a dilemma. He recognizes that a college education is desirable in a salesman. He also knows that few college graduates will accept a job in a wholesale drug warehouse, on the chance of eventually becoming salesmen. Yet the qualified salesman must have some of this type of training. A further complicating factor is introduced by the fact that custom decrees, in many houses, that salesmen should be hired from among the most worthy house employees.

The problem is being met in at least two ways. One house hires college graduates and puts them through a long course in the house—an expensive process, and somewhat bad for the morale of the other house employees. Another house selects promising house employees and attempts to give them the educational background they lack while they work at regularly assigned jobs. Each method has advantages and disadvantages. Both methods, however, indicate progress toward a goal of better and more completely equipped wholesale drug salesmen.

WORK BACKGROUND

The work backgrounds of the drug salesmen indicate long experience in the drug field. As shown in Table 35, over 50 per cent had spent some time clerking in a retail store, while 20 per cent had worked in a retail store as pharmacists. Over one-fourth had worked five years or more in drug retailing. About

TABLE 35—TYPE OF WORK DONE AND YEARS SPENT BY WHOLESALE DRUG SALESMEN BEFORE STARTING TO SELL WHOLESALE DRUGS

YEARS	TYPE OF WORK							
	Clerk in Retail Store		Pharmacist in Retail Store		Gen'l Selling Experience		House Experience	
	Number	Per Cent	Number	Per Cent	Number	Per Cent	Number	Per Cent
0	205	48.2	335	78.7	312	73.3	151	35.5
1-5	105	24.6	28	6.5	70	16.5	123	28.9
6-10 ...	78	18.3	25	5.9	25	5.9	75	17.6
11 and over	33	7.8	33	7.8	15	3.4	71	16.7
No answer	5	1.1	5	1.1	4	0.9	6	1.3
Total ..	426	100.0	426	100.0	426	100.0	426	100.0

Source: Wholesale drug salesmen's questionnaire.

one-fourth of the salesmen had had general selling experience in other lines, mostly in those relating to wholesale drug selling, such as selling pharmaceuticals, acting as manufacturers' representatives in other drug store lines, and other selling of this nature.

Indicative of the policy common in the wholesale drug field of offering selling jobs as promotions from other work inside the house, 63 per cent of the salesmen had worked inside the wholesale house—34 per cent for over five years. The last job held inside the house may give some indication of the importance attached to a complete knowledge of items, sizes, and prices. The most common source is the pricing section, with 45 salesmen coming from this position. It is obvious, though, that no general rule can be applied, since the salesmen came from a wide variety of positions. It is probably true that the majority of the salesmen chosen from the house had worked in most of the departments. The complete listing of the last job held in the house is:⁸

<i>Last Job Held in House</i>	<i>Number</i>
Pricer	45
Stock clerk or checker.....	42
City desk	36
Buyer	21
Telephone sales	21
Sample sales room	19
Miscellaneous	33
None specified	52

⁸ Based on data from questionnaires on file at Ohio State University.

It is apparent that the wholesale drug salesmen, while somewhat lacking in formal education, have a broad background of practical experience in the drug field. The salesmen agree that actual experience in the house or in a retail store is of more value as a background than formal college training. As shown in Table 36, only 16 per cent thought training in a college of pharmacy

TABLE 36—RATING BY WHOLESALE DRUG SALESMEN OF VARIOUS FACTORS AS A BACKGROUND TO SELLING WHOLESALE DRUGS

RATING	FACTOR RATED					
	Training in Pharmacy		Training in Bus. Adm.		Gen'l. Selling Experience	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
1	66	15.5	36	8.4	68	16.0
2	32	7.5	34	8.0	82	19.2
3	72	16.9	37	8.7	114	26.8
4	87	20.4	57	13.4	52	12.2
5	60	14.1	115	27.0	31	7.3
No answer	109	25.6	147	34.5	79	18.5
Total	426	100.0	426	100.0	426	100.0

RATING	FACTOR RATED			
	House Training		Retail Training	
	Number	Per Cent	Number	Per Cent
1	165	38.7	71	16.7
2	114	26.8	120	28.2
3	66	15.5	85	19.9
4	34	8.0	50	11.7
5	113	3.1	25	5.9
No answer	34	7.9	75	17.6
Total	426	100.0	426	100.0

Source: Wholesale drug salesmen's questionnaire.

was of primary importance, 8 per cent rated training in business administration as most important, while 39 per cent believed that house experience was the most valuable. By combining the first and second choices for each of the factors, a good idea of the relative importance attached to each may be obtained:

- 279 Salesmen (66 per cent) rated house training first or second
- 191 Salesmen (45 per cent) rated retail experience first or second
- 150 Salesmen (35 per cent) rated general selling experience first or second
- 98 Salesmen (23 per cent) rated pharmacy training first or second
- 70 Salesmen (16 per cent) rated business training first or second

House training, with 66 per cent of the salesmen rating it of first or second importance, and retail experience, with 45 per cent, are considered far more important than college training, either in pharmacy or business administration. This should not be taken to mean that the salesmen think college training is unimportant, since it has already been shown that two-thirds of them believe a college education is necessary to provide an adequate background. It does clearly indicate, however, that the great majority of the salesmen think that practical experience is more important than college training. One thing must be borne in mind in any comparison of the relative benefits derived from practical training versus education. Practical experience can be acquired on the job; the possibility of acquiring a formal education while on the job is exceedingly remote.

Some idea of the relative importance given by the executives to the various types of backgrounds may be gained from an analysis of the sources of the last salesmen hired. The previous jobs of 154 salesmen hired most recently were as follows:⁴

<i>Previous Job</i>	<i>Number</i>	<i>Per Cent</i>
Wholesale House employee	63	41
Clerk, Retail Store	35	23
Pharmacist	21	14
Salesmen, other lines	17	11
Competitive house	7	4
Miscellaneous Sources	11	7
Total	154	100

It is apparent that, regardless of what the executives think of a college education, the great bulk of the men hired were already in the drug or allied fields. Only two of the salesmen were hired directly from among college graduates.

EXPERIENCE IN SELLING WHOLESALE DRUGS

In addition to the practical experience discussed so far, the average salesman has spent considerable time at his present job. Table 37 shows that approximately half the salesmen have been selling drugs for more than 10 years, and more than 20 per cent have been selling for over 20 years. As would be expected, with the background they possess, most of the salesmen were

⁴ Based on data from questionnaires on file at Ohio State University.

TABLE 37—NUMBER OF YEARS SPENT SELLING DRUGS BY
PRESENT WHOLESALE DRUG SALESMEN

Number of Years Selling	Number of Salesmen	Per Cent of Salesmen
5 or less	138	32.4
6-10	84	19.7
11-15	58	13.6
16-20	50	11.7
21-25	44	10.3
26-30	33	7.8
31 and over	14	3.3
No answer	5	1.2
Total	426	100.0

Source: Wholesale drug salesmen's questionnaire.

mature. Only 28 salesmen, or 6.5 per cent, were 30 years of age or less, while more than double this number were over 50. The great bulk of the salesmen were in the twenty-year period between 30 and 50 years of age (Table 38).

TABLE 38—AGE OF WHOLESALE DRUG SALESMEN

Age	Number of Salesmen	Per Cent of Salesmen	Cumulative Per Cent of Salesmen
30 or less	28	6.5	6.5
31-40	108	25.4	31.9
41-50	79	18.6	50.5
Over 50	61	14.3	64.8
No answer	150	35.2	100.0
Total	426	100.0	

Source: Wholesale drug salesmen's questionnaire.

TABLE 39—OVER-ALL RATING GIVEN BY RETAIL DRUGGISTS
TO THE WHOLESALE DRUG SALESMEN

Rating	Number of Retailers	Per Cent of Retailers
Excellent	187	33.3
Above average	176	31.4
Average	153	27.3
Below average	31	5.5
Poor	5	0.9
No answer	9	1.6
Total	561	100.0

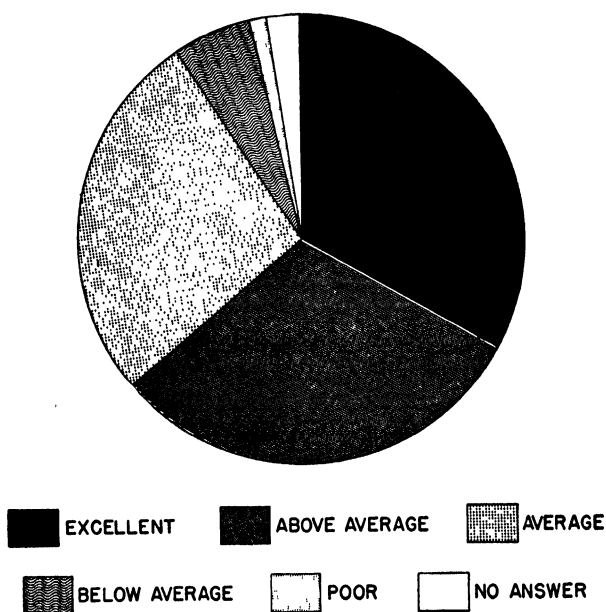
Source: Retail druggists' questionnaire.

ATTITUDE OF THE RETAILERS

The retailers' estimate of the salesmen on specific knowledge requirements has already been given (Chapter II). But what is their general impression of the salesmen? Table 39 and Chart 7

CHART 7 — PERCENTAGE DISTRIBUTION OF OVER-ALL RATING GIVEN
WHOLESALE DRUG SALESMEN BY RETAIL DRUGGISTS,
UNITED STATES, JUNE—AUGUST, 1946

Wholesale Drug Salesmen Compared With All Other Salesmen



Source: Table 39

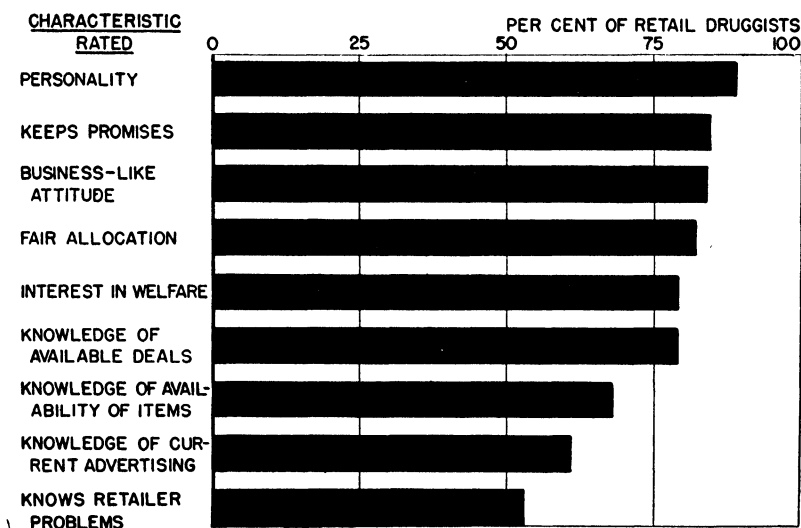
present a picture of which both the wholesaler and the salesman can be proud. Compared with all other salesmen who call on the druggists, including specialty men, manufacturers' representatives, etc., 65 per cent rated him above average, and only 6 per cent thought he was below average or poor. Further evidence of the high regard in which the wholesalers' salesmen are held is given in Table 40 and Chart 8 which show that over 80 per cent rated him as above average in such important character factors

TABLE 40—RATING GIVEN BY RETAIL DRUGGISTS ON SPECIFIC CHARACTERISTICS OF THE WHOLESALE DRUG SALESMEN

Characteristic	Number Rating Above Average	Number Retailers Answering	Per Cent of Retailers
Personality	476	537	88.6
Responsibility in Keeping Promises.....	452	535	84.5
Business-like Attitude	449	534	84.1
Fairness in Allocating Scarce Merchandise	429	524	81.9
Interest in Retailer's Welfare.....	423	537	78.8
Knowledge of Available Deals.....	423	536	78.9
Knowledge of Availability of Items.....	360	527	68.3
Knowledge of Current Advertising	310	506	61.3
Knowledge of Retailers' Problems.....	273	518	52.7

Source: Retail druggists' questionnaire.

CHART 8 — PERCENT OF RETAIL DRUGGISTS RATING THEIR MAJOR WHOLESALE DRUG SALESMEN ABOVE AVERAGE IN VARIOUS CHARACTERISTIC, UNITED STATES, JUNE—AUGUST, 1946



Source: Table 40

as personality, faithfulness in keeping promises, having a business-like attitude, and being fair in the allocation of scarce merchandise. This last mentioned rating is particularly striking, for the task of allocating rationed merchandise fairly, or more important, allocating it in such a way that the retailers agreed it was fair,

was one of the most difficult the salesmen had ever been called on to face. Coupled with the difficulty of fair allocation, the temptation to use some of this merchandise as an entering wedge into the business of a customer dominated by a competing house must have been almost overpowering. Certainly some of this was done—some of it while the salesmen were under observation. However, the overwhelmingly favorable vote cast by the retailers indicates that, on the whole, the salesmen were fair in the way they handled this task. Some salesmen even carried an allocation sheet, showing the purchases of the customers by months and scarce items they had been given, and showed it to any retailer who complained. Only 30 retailers—about 5 per cent—rated the salesmen as poor or below average.

SUMMARY

The purpose of this chapter has been to examine the background and general qualifications of the present wholesale sales force. It may be summarized briefly as follows:

Education — The salesmen have a relatively low level of formal education, with 57 per cent having a high school education or less, and only 10.8 per cent having graduated from college. The majority of the salesmen, executives, and retailers agree, however, that a college education is desirable.

Work Background — The work background of the present sales force indicates long experience in the drug field. Approximately half the salesmen have worked as clerks in retail stores, one-fourth have worked as pharmacists, and over three-fifths have worked inside the wholesale house. In addition to this, almost half the salesmen have been selling wholesale drugs for over ten years. Most of the salesmen believe that practical experience, particularly house experience, is more important as a background for selling drugs than is a formal education.

Attitude of Retailers — When asked to give their wholesale drug salesmen an over-all rating, almost two-thirds rated him excellent or above average in comparison with all other salesmen calling on retail drug stores. Their rating was equally high on such characteristics as personality, responsibility in keeping prom-

ises, business-like attitude, etc. In all cases it exceeded their rating on specific knowledge requirements.

THE "AVERAGE" SALESMAN

From the data presented so far there can be drawn a picture of a highly theoretical "average" salesman. He looks something like this: He is about 40 years old, and has been selling drugs for 10 years. He is a high school graduate, has spent several years working in the wholesale house, and has also worked as a clerk in a retail store. He has a territory which includes about 45 accounts, and makes eight calls per day. From this territory he gets a sales volume of about \$285 thousand yearly, and earns between \$5,000 and \$6,000. His relations with his customers are excellent, although they think that his education is somewhat lacking, an opinion which he shares. He is definitely conscious of the necessity for assisting his customers, but both he and the retailers think he needs training in how to do it. He also thinks he needs training in salesmanship, and both he and the retailers agree that his knowledge of pharmaceuticals and chemicals is somewhat weak—particularly in respect to knowledge of new products and the uses of the merchandise he is selling.

The job specification, presented later, shows the qualifications needed by the salesmen if they are adequately to perform their jobs. A comparison of the average salesman, given above, with these requirements will give some indication of the training needs of the present sales force.

CHAPTER V

THE TIME STUDY

Time-and-duty analysis has been defined as "a searching analysis of the salesman's work, made for the purpose of determining the best methods of performing his duties and establishing accurate performance standards."¹ This involves two distinct aspects of the salesman's task. First, from the time study alone, specific performance standards can be determined, based on the work of the most efficient salesmen, and an analysis of the difference between the utilization of time by the most and least efficient salesmen makes possible suggestions for increasing the efficiency, not only of the poorer salesmen, but of the better salesmen as well. Second, the duty study makes possible determination of performance standards based on a statistical analysis of the results of various selling methods; this same analysis provides data for increasing the selling effectiveness of the salesmen. Briefly, then, the time study presents methods of increasing the amount of selling time available; the duty study shows how this time can be used most effectively.

PROCEDURE IN MAKING THE TIME STUDY

Determination of Elements — The first step in making a time study is the determination of the elements going to make up the complete job. For the study of wholesale drug salesmen, 20 elements can be fairly easily recognized and accurately recorded. These elements have been grouped under two main heads: time inside the store, and time outside the store. Each of these is further divided into essential time and non-essential time. A complete list of the elements is given below:

I. TIME INSIDE THE STORE

A. Essential Time

1. Promotional selling

- | | |
|--------------------------------|-------------------------|
| a. Stock checking | d. Selling from printed |
| b. Selling from samples | matter and samples |
| c. Selling from printed matter | e. Selling without aids |

¹ Nolen, H. C. and Maynard, H. H., *Sales Management* (New York: The Ronald Press, 1940), p. 379.

2. Dealer assistance
 - a. Display assistance
 - b. Display advice
 - c. Sales promotion advice
 - d. Managerial advice
3. Other essential time
 - a. Want book selling
 - b. Collection and Adjustment
 - c. Sales promotion
 - d. Miscellaneous

B. Nonessential Time

1. Await interview
2. Broken interview
3. General conversation
4. Idle time

II. TIME OUTSIDE THE STORE

A. Essential Time

1. Travel
2. Eating
3. Miscellaneous

B. Non-Essential Time

Complete definitions for the above elements are given below:

ESSENTIAL TIME SPENT IN RETAIL STORE

1. *Promotional selling*—time spent actually trying to sell specific items. It is further classified as:
 - a. *Stock checking*—time spent by the salesman in:
 - (1) Asking the retailer about specific items. This would include all selling of the type: "How's your stock of Alka-Seltzer?"
 - (2) Physically checking the stock of the customer.
 - b. *Selling from samples*—time spent by the salesmen showing the buyer actual samples of the products he is selling.
 - c. *Selling from printed matter*—that time spent in which the buyer is shown any of the types of printed matter.
 - d. *Selling from printed matter and samples*—any selling which combines b. and c., above.
 - e. *Selling without aids*—any direct selling not classifiable above. For example, the salesman may describe an item on which he has a broadside, without actually showing any printed matter.
2. *Want book selling*—time spent in writing orders on which no selling effort was expended. This includes copying from the want book, routine check for shorts by the druggist, etc.
3. *Dealer assistance*—time spent by the salesmen in aid or advice to the retailer not directly connected with selling. It includes:
 - a. *Display advice*
 - b. *Display assistance*—in which the salesman actually helps put up a display.
 - c. *Advice on methods of retail selling*—given either to the owner or his clerks.
 - d. *Managerial advice*—time spent advising the retailer on pricing, price changes, accounting, laws, etc.
4. *Collection and adjustment*—time spent in rectifying errors, figuring invoices, making out receipts, and accepting payment from the drug-

gist. It also includes time spent by the druggist in looking up invoices, making out checks, etc.

5. *Sales promotion*—any conversation of a sales promotional nature not directed at selling a specific item or group of items. This includes discussions of the advantages of buying from one wholesaler, the disadvantages of buying direct, etc.
6. *Miscellaneous essential time*—all time, necessary to selling, not classified above. It includes the time necessary for the salesman to collect his papers, put on his coat, etc.

NONESSENTIAL TIME SPENT IN RETAIL STORE

(In all cases, if the salesmen use any of this time in doing work essential to the call, the essential time takes precedence. For example, if, during a broken interview, the salesman copies the shorts in the want book, the time would be classified as want book. Work that could be done outside the store did not take precedence.)

1. *Await interview*—time spent by the salesmen before the initial contact with the buyer.
2. *Broken interview*—that time which elapses between an interruption of an interview and its resumption.
3. *General conversation*—time spent in conversation about sports, politics, and other subjects not connected with the salesmen's task. If concerned in any way with selling, it was included under sales promotion.
4. *Idle time*—any time spent in drinking Cokes, talking to friends, or contracting personal business while the buyer is available for an interview.

ESSENTIAL TIME SPENT OUTSIDE THE STORE

1. *Travel time*—time necessary to go from the salesmen's homes to their first call, to each subsequent call, and finally to their homes or hotels.
2. *Eating time*—that time used by the salesmen in eating lunch or dinner, including the time necessary to go to and from the restaurant, unless it is on the way to the next call.
3. *Miscellaneous essential time outside store*—all time outside the store spent in performing some function of the selling task. It was most commonly spent in writing up orders, or telephoning orders to the house. It was considered as being done outside the store, regardless of where it actually was accomplished.

NONESSENTIAL TIME OUTSIDE THE STORE

(All time spent by the salesmen in activity which had no connection with the selling task.)

Making the Time Study—A summary of the procedure used in making the time study is given below. A complete statement of procedure is shown in Appendix C. First, a representative sample was picked from each house—one-third from the upper

third of the salesmen, one-third from the middle third, and one-third from the lower third. These selections were based on the ratings of the house executives, who were asked to consider, not only dollar volume of sales, but volume in relation to potential, the building of customer good will, etc. In all cases, city and country salesmen were considered separately.

Next, one complete day was spent with each of the salesmen selected, from the time he left his house or hotel in the morning until he returned at night. In a good many cases, the initial and final travel time had to be estimated, based on distances involved, and, if necessary, discussions with the house executives. The salesmen were timed continuously, the resulting time for each element being found by deducting each figure from the succeeding one. In recording the times, several forms were tried and discarded. It was finally decided that the most flexible and efficient form was a sheet of ruled paper, one for each call. The order form of the house being studied was used in this survey.

A line of recorded times from the beginning of a call might appear as follows: Tr.-1005.5/AI-09.8/WB-15.9/BI-17.0, etc. Subtracting each time from the succeeding one, the time for each element was obtained: Travel time, 4.3 minutes; Await Interview, 6.1 minutes; Order Taking (Want book), 1.1 minutes. The "BI" indicates broken interview, which ended the interview for the moment. At the end of the day, the data were summarized for each call and for the total day.

Because of the probability that the work of the salesmen would be conditioned by the knowledge that they were being timed, the time-study aspect of the analysis was conducted in such a way that the salesmen were not aware of what was being done. Ample reason for the constant taking of notes was given by explaining most of the rest of the study—that part covered under selling effectiveness, in the next chapter.

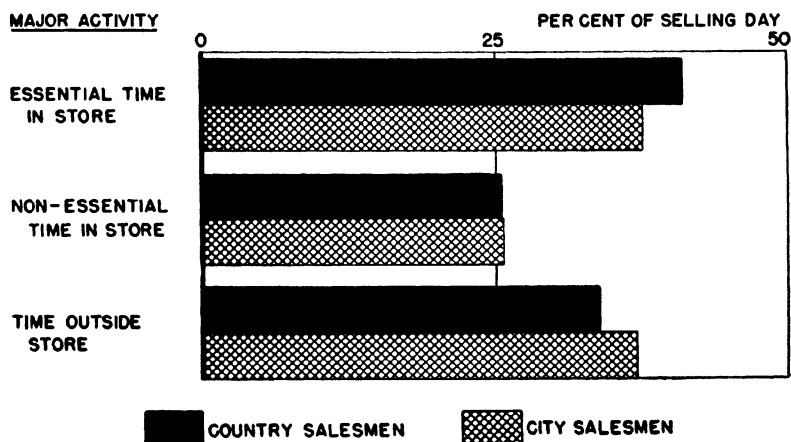
THE AVERAGE SELLING DAY

The results for the study of all the salesmen are given in Table 41, which shows an average selling day for city and country salesmen (average, in this chapter, refers to the arithmetic mean).

TABLE 41—AVERAGE SELLING DAY, IN MINUTES AND PER CENT,
FOR CITY AND COUNTRY DRUG SALESMEN

ELEMENT	CITY SALESMEN		COUNTRY SALESMEN	
	Minutes	Per Cent	Minutes	Per Cent
<i>Time in Stores</i>				
Promotional Selling	84.2	17.0	91.7	14.8
Dealer Assistance	5.7	1.1	4.3	0.7
Want Book Selling	59.7	12.0	107.4	17.3
Collection and Adjustment	16.9	3.4	26.9	4.3
Sales Promotion	13.4	2.7	14.6	2.4
Misc. Essential Time	5.7	1.2	8.4	1.4
Total Essential Time	185.6	37.4	253.3	40.9
Await Interview	39.5	8.0	53.7	8.7
Broken Interview	48.9	9.9	56.4	9.1
General Conversation	31.9	6.4	38.6	6.2
Idle Time	6.6	1.3	8.3	1.4
Total Non-Essential	126.9	25.6	157.0	25.4
Total in Stores	312.5	63.0	410.3	66.3
<i>Time Outside Stores</i>				
Travel	124.2	25.0	142.2	23.0
Meals	37.1	7.5	48.0	7.7
Misc. Essential Time	17.4	3.5	9.2	1.5
Total Essential Time	178.7	36.0	199.4	32.2
Non-Essential Time	4.9	1.0	9.4	1.5
Total Outside Stores	183.6	37.0	208.8	33.7
Total Day	496.1	100.0	619.1	100.0

Source: Time-and-duty study: based on 40 days spent with 38 country salesmen and 32 days spent with 32 city salesmen from nine wholesale drug firms.

CHART 9 — PER CENT OF SELLING DAY SPENT IN MAJOR ACTIVITIES BY
CITY AND COUNTRY WHOLESALE DRUG SALESMEN, SELECTED AREAS,
UNITED STATES, 1946

Source: Table 41

The city salesmen put in a somewhat shorter day than the country salesmen—496.1 minutes as compared with 619.1 minutes. Selling time is essentially the same, although the proportion for city salesmen is greater, due to the shorter day. Time spent on the want book is much greater in the country. The remainder of the elements inside the store are in about the same proportion to the total day of each.

Somewhat surprising are the figures for time spent outside the store. The city salesman spends almost as much time outside the store as does the country salesman—183.6 minutes as compared with 208.8 minutes—and a greater proportion of his total day—37.0 per cent against 33.7 per cent. This result is explained by two of the elements—travel time and miscellaneous essential time.

Travel Time—Although the city salesmen travel only 32 miles per day and country salesmen 64, much of the city man's driving is done in traffic. Not only does he have to drive more slowly, but he often has difficulty in finding a parking place. One salesman, for example, spent over 20 minutes driving around a 4-block downtown area looking for a place to park. (It might be added that this also illustrated a lack of appreciation of the value of time on the part of this particular man. Within a block of the store he wanted to call on there was a 25¢ parking lot.)

Much of the travel time by city salesmen could be eliminated if visits to the house were cut down. Many salesmen find it necessary to go to the wholesale house before starting to the first call, and again after the last call. For example, one city salesman drove 24 miles from his home to the wholesale house every morning, and retraced 10 miles of the trip in getting to the first call. At the end of the day he again returned to the wholesale house before going home. He traveled a total of 80 miles and spent 207.7 minutes in travel time on the day he was observed, most of it due to the two trips to the house. Only five country salesmen exceeded this amount of time. Several of the salesmen also dropped into the house during the course of the day, one salesman making three such trips.

While service to his customers is of first importance to the salesman, it is doubtful if he is being paid for delivering orders to the retailers. In common with everyone else, retail druggists

will take advantage of the salesman, if given the opportunity. Once a practice of doing special favors of this type is begun, it is difficult to stop. Some salesmen never leave the house in the morning without one or more items to deliver during the course of the day. The result—wasted time, and another salesman who can't find time adequately to do the job he is paid to do. It will be shown later that the most common difficulty encountered by salesmen is to find time to do their selling job. The discontinuance of making special deliveries, following orders through the house, making special trips back to the house as a favor to a customer, etc., would provide considerable additional time. In this connection, it should be pointed out that some city salesmen find one visit to the house per week sufficient.

Miscellaneous Essential Time—The second reason for the larger percentage of time spent outside the store by city salesmen is found in the "miscellaneous essential time" column. The great bulk of this time was spent in writing up orders and, in the city, phoning orders into the house. The 17.4 minutes spent by city salesmen, almost twice the time spent by country salesmen, is due largely to the practice by city salesmen of phoning orders in to the house to meet deadlines. This was especially true in those firms which do not operate a telephone order section.

THE AVERAGE CALL

Of primary interest to the sales manager—and the salesmen—is what is done after the salesmen get in the store. Table 42 shows, for both country and city salesmen, the average selling call. These are bona fide selling calls only, and do not include the time spent visiting hospitals, in stores where no interview was secured, etc. The typical city call lasts 35.9 minutes, the typical country call 52.7. The time spent on dealer assistance has already been discussed. Time spent on taking the want book order, on collection and adjustment and on miscellaneous essential time are both necessary and largely outside the control of the salesmen. This leaves three sections that are of primary importance to the salesman. City salesmen spend 9.9 minutes per call, or 27.6 per cent of their time, in promotional selling; 1.5 minutes, or 4.2 per cent, in sales promotion; and 14.5 minutes, or 40.4 per cent of their

TABLE 42—AVERAGE CALL, IN MINUTES AND PER CENT, FOR CITY AND COUNTRY WHOLESALE DRUG SALESMEN

ELEMENT	CITY SALESMEN		COUNTRY SALESMEN	
	Minutes	Per Cent	Minutes	Per Cent
Stock Checking	4.5	12.5	3.7	7.0
Selling from Samples	1.5	4.2	2.4	4.6
Selling from Printed Matter	3.4	9.5	4.8	9.1
Selling from Printed Matter and Samples	0.2	0.6	0.5	0.9
Miscellaneous Selling	0.3	0.8	0.6	1.2
Total Promotional Selling	9.9	27.6	12.0	22.8
Dealer Assistance	0.6	1.7	0.5	0.9
Want Book Selling	6.8	18.9	14.0	26.6
Collection and Adjustment	1.9	5.3	3.4	6.4
Sales Promotion	1.5	4.2	1.8	3.4
Misc. Essential Time	0.7	1.9	1.1	2.1
Total Essential Time	21.4	59.6	32.8	62.2
Await Interview	4.3	12.0	6.5	12.3
Broken Interview	5.8	16.2	7.4	14.1
General Conversation	3.6	10.0	4.9	9.3
Idle Time	0.8	2.2	1.1	2.1
Total Non-Essential Time	14.5	40.4	19.9	37.8
Total Call	35.9	100.0	52.7	100.0

Note: Includes bona fide selling calls only. Calls made on hospitals, prospects, and accounts in which no interview was secured are excluded.

Source: Time-and-duty study; based on 271 calls made by city salesmen and 305 calls made by country salesmen from nine wholesale drug firms.

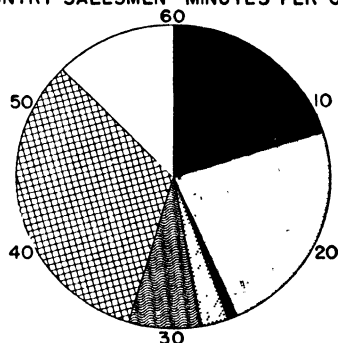
time, in nonessential elements, mostly waiting time. Country salesmen spend 12.0 minutes, or 22.8 per cent of the call, in promotional selling, 1.8 minutes, or 3.4 per cent, in sales promotion; and 19.9 minutes, or 37.8 per cent of their time, in nonessential elements. From the standpoint of time, the primary job of the salesman is to increase the two former at the expense of the latter. How can the salesman increase his selling time and, at the same time, decrease the time spent in nonessential activity?

1. *Utilize Waiting Time*—The average city salesmen spent 10.1 minutes per call in waiting for the interview to begin and in waiting during interruptions. The average country salesmen spent 13.9 minutes. In both cases, this exceeds the amount of time spent in selling merchandise, and, by definition, it is time spent doing nothing at all of an essential nature—usually nothing of any nature. It is not only possible, but relatively simple, to turn a part, at least, of this time into selling.

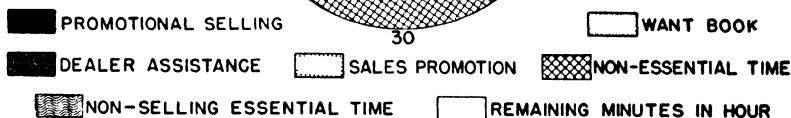
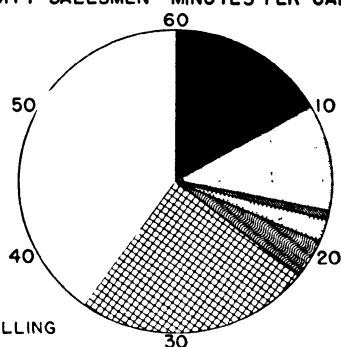
Table 43 shows that 17.1 per cent of all the salesmen have the

CHART 10 — AVERAGE MINUTES PER SELLING CALL OF CITY AND COUNTRY WHOLESALE DRUG SALESMEN, BY ELEMENTS, SELECTED AREAS, UNITED STATES, 1946

COUNTRY SALESMEN—MINUTES PER CALL



CITY SALESMEN—MINUTES PER CALL



Source: Table 42

privilege of checking stock, without asking permission, in all of their accounts, and over 67 per cent have this privilege in 50 per cent or more of their accounts. Furthermore, only 8.5 per cent said they have this privilege in less than 10 per cent of their accounts. Thus, the great bulk of the salesmen can, starting immediately, convert some of the waiting time to stock checking. Those who do not feel they have this privilege can be shown how to acquire it.

Only one salesman, out of the 70 observed, had a definite pro-

TABLE 43—PERCENTAGE OF ACCOUNTS IN WHICH WHOLESALE DRUG SALESMEN HAVE PRIVILEGE OF CHECKING STOCK WITHOUT ASKING PERMISSION

Percentage of Accounts	Number of Salesmen	Per Cent of Salesmen	Cumulative Per Cent
Less than 10	28	8.5	100.0
10 - 29	59	18.0	91.5
30 - 49	20	6.1	73.5
50 - 69	64	19.5	67.4
70 - 89	52	15.9	47.9
90 - 99	49	14.9	32.0
100	56	17.1	17.1
Total	328	100.0	

Source: Wholesale drug salesmen's questionnaire.

gram for stock checking while waiting for the interview. As soon as he entered the store and saw that the retailer was busy, or as soon as he saw that an interruption was going to be of some length, he started checking stock for fast-moving items and items in which he was especially interested. If the wait-interview time was extended, he began checking through drawers and back shelves where the slower moving merchandise was stored. When the interview was actually in progress, the time-consuming process of "How's your supply of Pepsodent?" "I'll go look," was eliminated. The salesman could say with assurance, "You have only 6 tubes of Pepsodent. How many more do you want?" The net effect—not only more, and more effective, stock checking, but more time for selling from samples and printed matter.

When asked how he had developed this practice, the salesman replied: "When I first took over this territory, I started out by saying to the druggist, 'Mr. Jones, is it all right if I check your stock of combs while I am waiting?' I was never refused permission and, after the first call, I worked on the assumption that I had that privilege permanently. It was a fairly simple matter to work from combs to cosmetics, and from there to the entire store. Now I have only one store in my territory in which I am not free to go any place I want to whenever I want to." It is worthy of note that this salesman, during a full 748.7-minute day, had only 11.8 minutes of waiting-order time, or an average of 1.3 minutes per call, and a selling time of 205.7 minutes, or 22.9 minutes per call—more than any other salesman observed.

While of somewhat less importance than the above, waiting time can also be turned into essential time if the salesmen can obtain permission from their customers to copy the want book order by themselves. In most cases observed, the retailer read the order to the salesmen. In a few cases, however, the salesmen picked up the want book and immediately started writing the order, getting the quantities from the druggists later. While various factors enter into this problem, it seems reasonable that this privilege could be obtained at least from those accounts which customarily give all the items on the want book to the salesman. Table 44 gives some interesting information on this point. While

TABLE 44—PERCENTAGE OF ACCOUNTS IN WHICH WHOLESALE DRUG SALESMEN HAVE PRIVILEGE OF CHECKING THE WANT BOOK WITHOUT ASKING PERMISSION

Percentage of Accounts	Number of Salesmen	Per Cent of Salesmen
Less than 30	20	29.0
30 - 59	15	21.7
60 - 89	15	21.7
90 and over	19	27.6
Total	69	100.0

Note: Data obtained from 120 test questionnaires. Question not included on final form.
Source: Wholesale drug salesmen's questionnaire.

it represents only a small sample, it is apparent that some of the present sales force already have this privilege in all or virtually all of their accounts.

2. *Decrease General Conversation* — As explained at the beginning of this chapter, general conversation is that type of conversation which is connected neither directly nor indirectly with the selling task. One wholesale executive objected to placing this element under nonessential time, on the grounds that this element was as necessary in selling as anything else the salesman does. To a certain extent, this is true—the friendship of the customer is of vital importance to the salesman. It is a very simple matter, however, for the salesman to find, at the end of a day, that he has done a lot of talking, but little of it was in selling. For example, consider the following comparison of three of the best and three

of the poorest salesmen, as to time spent in general conversation and time spent selling:

GROUP I		
<i>Best Salesmen</i>	<i>Time Spent Selling (Minutes)</i>	<i>Time Spent in General Conversation (Minutes)</i>
1	178.8	26.2
2	109.8	4.5
3	<u>106.7</u>	<u>16.4</u>
Total for day.....	395.3	47.1

GROUP II		
<i>Other Salesmen</i>	<i>Time Spent Selling (Minutes)</i>	<i>Time Spent in General Conversation (Minutes)</i>
1	49.0	78.0
2	65.8	74.2
3	<u>38.5</u>	<u>70.5</u>
Total for day....	153.3	222.7

In the first group are found three salesmen, all judged among the top third of the force by their executives, who spend approximately eight times as much time in selling as they do in general conversation. For the second group, selling time is only about two-thirds that of general conversation. If it is argued that general conversation is an essential part of the salesman's task, the obvious answer is: What salesman do you mean? For those salesmen in group one, the moderate amount of time spent in conversation is probably essential. The same cannot be said for those in the second group. It should be pointed out that the sales manager, using these data for training purposes, must guard against the type of thinking that says: "The average country salesman spends only 3.6 per cent of his day in general conversation. This seems reasonable, so there is no necessity for worrying about it." The concept of the average salesman, as a guide to over-all planning and as a norm against which the work of his salesman can be judged, is extremely valuable. For training a specific salesman, however, the sales manager must know whether he belongs in Group I or Group II, above. The average salesman, like the economic man, does not exist.

Of all the elements of nonessential time so far discussed, general conversation lends itself the most readily to control by the salesman. It should be noted that, in reality, there are two ele-

ments here: first, those conversations initiated by the salesman; second, those initiated by the druggist. A sample of ten days showed that, of 267.5 minutes spent in this fashion, 117.9, or about 44 per cent, were initiated by the druggist, and 149.6, or 56 per cent, were instigated by the salesmen.²

Hence, it is probably safe to assume that most salesmen can completely control at least half of the time spent in general conversation. A businesslike attitude on the part of the salesman would undoubtedly also lead to reductions in the amount of conversation in which the druggist takes the lead.

Not only does general conversation waste time in itself, but it leads to an increased broken-interview time. To illustrate this point, one salesman branched from his sales story into a discussion of baseball, which lasted for five minutes. At this point there was an interruption, and the salesman waited almost half an hour to resume the sales interview, which was finished in less than five minutes. If the salesman believes that this type of conversation is a part of his job, and is necessary to keep the good will of his customers, he should at least wait until after the interview is finished. Then, if there apparently is going to be a long interruption, he can leave. Salesmen were observed who insisted on talking when the retailer wanted to give his order. In one particularly bad example, a three-way conversation was carried on between a druggist, who was reading his want book, a friend of the salesman, who was talking football, and the salesman, who was doing both. Whether he was or not, the druggist had every reason to be irritated.

3. *Decrease Idle Time* — For purposes of this study, idle time was narrowly interpreted as time spent drinking soft drinks, talking to friends, etc.—either in the presence of the retailer, or while the retailer was available for an interview. It was relatively unimportant—only 2.2 per cent of a city call, and 2.1 per cent for the country. In a few cases idle time was excessive, running as high as 5.9 minutes per call, or about 10 per cent, in one case. Even though small, the average amount of idle time is approximately half as much time as was spent selling from samples, and was, in all cases, time when the dealer was available for purposes of selling.

² Based on data from time study on file at Ohio State University.

4. *Miscellaneous Suggestions*—Interruptions can be cut down if the druggist is interviewed away from the front of his store—preferably in his prescription room. On the floor, in the midst of his customers, the druggist is likely to find constant reasons for leaving the salesman. Even though he does not get up, his attention is much harder to keep on the sales presentation. Many salesmen make it a practice to go directly to the back room with their equipment, regardless of where the druggist is and whether he is busy. The privilege to do this, like that of checking stock without asking, can be developed.

PERFORMANCE STANDARDS

The second main objective of the time study is the development of some type of performance standards—criteria against which the work of the salesman can be judged. The information

TABLE 45—AVERAGE SELLING DAY, IN MINUTES AND PER CENT, FOR BEST AND ALL OTHER COUNTRY WHOLESALE DRUG SALESMEN

ELEMENT	BEST COUNTRY SALESMEN		ALL OTHER COUNTRY SALESMEN	
	Minutes	Per Cent	Minutes	Per Cent
<i>Time in Stores</i>				
Promotional Selling	92.1	15.9	91.5	14.3
Dealer Assistance	5.5	0.9	3.8	0.6
Want Book Selling	119.6	20.7	101.4	15.9
Collection and Adjustment	25.9	4.5	27.4	4.3
Sales Promotion	16.4	2.8	13.8	2.2
Misc. Essential Time	10.7	1.8	7.3	1.1
Total Essential Time	270.2	46.6	245.2	38.4
Await Interview	36.0	6.2	62.2	9.7
Broken Interview	52.7	9.1	58.2	9.1
General Conversation	30.2	5.2	42.6	6.7
Idle Time	4.9	0.9	9.9	1.6
Total Non-Essential	123.8	21.4	172.9	27.1
Total in Stores	394.0	68.0	418.1	65.5
<i>Time Outside Stores</i>				
Travel	117.1	20.2	154.2	24.2
Meals	52.2	9.0	46.0	7.2
Misc. Essential Time	8.6	1.5	9.5	1.5
Total Essential Time	177.9	30.7	209.7	32.9
Non-Essential Time	7.3	1.3	10.5	1.6
Total Outside Stores	185.2	32.0	220.2	34.5
Total Day	579.2	100.0	638.3	100.0

Source: Time-and-duty study; based on 13 days spent with 13 best country salesmen and 27 days spent with 25 other country salesmen from nine wholesale drug firms. Rating of salesmen was by house executives.

presented so far has shown what the average salesmen are doing. What are the best salesmen doing? Two bases were used in rating the salesmen. As has been pointed out earlier, one-third of the sample was selected from among the upper third of the sales force of the house being observed. This, then, presents one basis for setting up performance standards—the work of the best salesmen, as rated by house executives. In the second place, some of the salesmen used their time much more efficiently than did others on the day they were observed. This provides the second basis for setting up performance standards—those based on the work of the most efficient salesmen. Both of these bases will be utilized in the discussion that follows.

*Standards Based on Best Salesmen, as
Rated by Their House Executives:*

1. *Country Salesmen*—Table 45 shows a comparison of the average day spent by best country and other country salesmen. A

TABLE 46—AVERAGE SELLING CALL, IN MINUTES AND PER CENT, FOR BEST AND ALL OTHER COUNTRY WHOLESALE DRUG SALESMEN

ELEMENT	BEST COUNTRY SALESMEN		ALL OTHER COUNTRY SALESMEN	
	Minutes	Per Cent	Minutes	Per Cent
Stock Checking	3.9	7.8	3.6	6.7
Selling from Samples	2.1	4.2	2.6	4.8
Selling from Printed Matter	3.9	7.8	5.2	9.6
Selling from Printed Matter and Samples	0.9	1.8	0.4	0.7
Miscellaneous Selling	1.1	2.2	0.3	0.6
Total Promotional Selling	11.9	23.8	12.1	22.4
Dealer Assistance	0.7	1.4	0.5	0.9
Want Book Selling	15.4	30.7	13.3	24.6
Collection and Adjustment	3.3	6.6	3.4	6.3
Sales Promotion	2.0	4.0	1.7	3.2
Misc. Essential Time	1.3	2.6	1.0	1.9
Total Essential Time	34.6	69.1	32.0	59.3
Await Interview	4.2	8.4	7.6	14.1
Broken Interview	6.8	13.5	7.7	14.2
General Conversation	3.9	7.8	5.4	10.0
Idle Time	0.6	1.2	1.3	2.4
Total Non-Essential Time	15.5	30.9	22.0	40.7
Total Call	50.1	100.0	54.0	100.0

Source: Time-and-duty study; based on 101 calls made by best country salesmen and 204 calls made by all other country salesmen from nine wholesale drug firms. Rating of salesmen was by house executives.

comparison of the average call is given in Table 46. The most striking fact shown is that the best country salesmen have managed to reduce, by almost 10 per cent, the amount of time spent in nonessential time per call and to increase the essential time accordingly. The small decrease in nonessential time per call—6.5 minutes—is relatively unimpressive. A glance at Table 45 shows, however, that for the average day the best salesmen have eliminated 49.1 minutes from nonessential time. A little computation shows that in a 240-day year the best salesmen will have managed to save 196.4 hours—the equivalent of over a full month of eight-hour working days. A relatively small amount of time saved per call will produce spectacular savings in a year.

Table 45 shows that the best salesmen have managed to spend

TABLE 47—AVERAGE SELLING DAY, IN MINUTES AND PER CENT, FOR BEST AND ALL OTHER CITY WHOLESALE DRUG SALESMEN

ELEMENT	BEST CITY SALESMEN		ALL OTHER CITY SALESMEN	
	Minutes	Per Cent	Minutes	Per Cent
<i>Time in Stores</i>				
Promotional Selling	88.5	17.7	81.9	16.5
Dealer Assistance	7.0	1.4	5.1	1.0
Want Book Selling	72.9	14.6	52.7	10.7
Collection and Adjustment	13.7	2.8	18.6	3.8
Sales Promotion	14.1	2.8	13.0	2.6
Misc. Essential Time	5.1	1.0	6.1	1.2
Total Essential Time	201.3	40.3	177.4	35.8
Await Interview	50.2	10.1	33.6	6.9
Broken Interview	54.6	10.9	46.0	9.3
General Conversation	24.4	4.9	35.7	7.2
Idle Time	7.2	1.4	6.7	1.3
Total Non-Essential Time	136.4	27.3	122.0	24.7
Total in Stores	337.7	67.6	299.4	60.5
<i>Time Outside Stores</i>				
Travel	119.1	23.9	126.8	25.6
Meals	23.6	4.7	44.3	9.0
Misc. Essential Time	16.0	3.2	18.1	3.7
Total Essential Time	158.7	31.8	189.2	38.3
Non-Essential Time	2.8	0.6	5.9	1.2
Total Outside Stores	161.5	32.4	195.1	39.5
Total Day	499.2	100.0	494.5	100.0

Source: Time-and-duty study; based on 11 days spent with 11 best city salesmen and 21 days spent with 21 other city salesmen from nine wholesale drug firms. Rating of salesmen was by house executives.

exactly 25 minutes more per day in essential activities, out of a total day that was almost a full hour shorter. This would appear to be one answer to the salesman's most common complaint—lack of time.

2. *City Salesmen* — The comparison of the best salesmen with all other city salesmen is shown in Table 47 for average day, and in Table 48 for average call. It is immediately apparent that the

TABLE 48—AVERAGE SELLING CALL, IN MINUTES AND PER CENT, FOR BEST AND ALL OTHER CITY WHOLESALE DRUG SALESMEN

ELEMENT	BEST CITY SALESMEN		ALL OTHER CITY SALESMEN	
	Minutes	Per Cent	Minutes	Per Cent
Stock Checking	3.7	11.8	5.1	13.0
Selling from Samples	1.2	3.9	1.8	4.6
Selling from Printer Matter	3.2	10.2	3.7	9.4
Selling from Printed Matter and Samples	0.2	0.6	0.1	0.2
Miscellaneous Selling	0.2	0.7	0.3	0.8
Total Promotional Selling	8.5	27.2	11.0	28.0
Dealer Assistance	0.7	2.2	0.6	1.5
Want Book Selling	6.5	20.8	7.0	17.8
Collection and Adjustment	1.2	3.8	2.5	6.4
Sales Promotion	1.3	4.1	1.6	4.1
Misc. Essential Time	0.4	1.3	0.8	2.0
Total Essential Time	18.6	59.4	23.5	59.8
Await Interview	4.5	14.4	4.1	10.4
Broken Interview	5.2	16.6	6.2	15.8
General Conversation	2.3	7.4	4.6	11.7
Idle Time	0.7	2.2	0.9	2.3
Total Non-Essential Time	12.7	40.6	15.8	40.2
Total Call	31.3	100.0	39.3	100.0

Source: Time-and-duty study: based on 115 calls made by best city salesmen and 156 calls made by all other city salesmen from nine wholesale drug firms. Rating of salesmen was by house executives.

performance of best salesmen, as judged by their executives, will not serve adequately as a basis for setting standards for city salesmen. It is noticeable that, per day, the essential and nonessential time are both greater for best city salesmen than for other city salesmen. Per call, however, they are almost identical, as far as percentage of the call is concerned. The answer to this apparent contradiction is that the best salesmen, by cutting down their time outside the store—largely at the expense of eating time—and shortening the length of call, have managed to average 10.5

interviews per day, in comparison with 7.6 secured by other city salesmen. Two illustrations will show the effect of increasing the number of calls made without increasing the total time spent in a day.

One of the best city salesmen, in a day of only average length—504.9 minutes—made 21 calls and secured 20 interviews. He had only the normal amount of await-interview time per call, and something less than the normal amount of other nonessential time. But this was based on a call of only 17.6 minutes. As a result, the proportion of nonessential time was much greater than the average. His await-interview time for the day was 96.6 minutes—more than any other city salesman. Since his day was only of average length, some element had to be reduced. The result—a total selling time for the day of only 68.0 minutes, and for the average call only 3.4 minutes. Yet this salesman had a territory which produced \$141 thousand for the first six months of 1946, and earned him over \$3,600 in that same period. It included 120 accounts, and the bulk of them were called on weekly. Thus, he spent something less than three hours of selling time per store, *per year*. It was a profitable territory for the salesman. It is doubtful if such cream-skimming was equally profitable to the firm.

Another of the best city salesmen made 15 calls in a day of 575.4 minutes. He spent a total of 182.1 minutes in taking the want book orders, and only 37.1 minutes in promotional selling—2.5 minutes per call. This territory produced \$186 thousand in the first four months of 1946, and earned the salesman more than \$4,000 in that same period. Again an extremely profitable territory to the salesman, but not producing all it could for the house. It should be noted that the first salesman sold only \$235 from promotional selling during the day, or \$12 per call, and the second salesman sold only \$220 for the day, or \$15 per call. Both of these figures were far below the all-city average of \$34 in promotional selling per call. (See next chapter.)

The above discussion is not a commentary of the judgment of the executives who rated these men among the top third of their sales force. From observation, it was evident that this rating was correct. Both men knew their merchandise, were ag-

gressive and sure of themselves, and were obviously liked and respected by their customers. Rather, it is an attempt to show that the best city salesmen, who make 10.5 calls per day in a shorter total time than the other city salesmen use in making 7.6 calls, are under a distinct time handicap. As a general rule, the more calls a salesman makes in a given period, the less time he can have for selling. In order for the first salesman above to reach the all-city average of 9.9 minutes of selling time out of his 17.6-minute call, he would have had to complete all the remainder of his call, both essential and nonessential, in the remaining 7.7 minutes. What actually happened, of course, was that selling time was cut to only 3.4 minutes per call.

The truth of the statement that the more calls made in a given period, the less time available for selling, can be shown in the following example. In the first place, it is obvious that increasing the number of calls will produce a result somewhere between the following extremes:

(1) Essential time per call remains constant, while nonessential time decreases by a proportionately greater amount, or

(2) Nonessential time per call remains constant, while essential time decreases by a proportionately greater amount.

Take as a practical illustration a salesman who is making 8 calls in a 480-minute day. The salesman spends 60 minutes on each call, including time outside the store, which is lumped with nonessential time inside the store for purposes of this illustration. Since it has been shown that the average salesman spends about 40 per cent of the total day in essential time, this would amount to 24 minutes per call, with the remaining 36 minutes being spent in nonessential time. With this information the following equation can be made: 8 calls times 24 minutes essential time plus 8 calls times 36 minutes nonessential time equals 480 minutes for the day, or

$$8 \times 24 + 8 \times 36 = 480$$

Now suppose the salesman increases the number of calls to 10 for the same 480-minute day. The result would lie somewhere between the limits indicated by the following equations:

$$(1) 10 \times 24 + 10 \times 24 = 480 \text{ (essential time held constant)}$$

$$(2) 10 \times 12 + 10 \times 36 = 480 \text{ (nonessential time held constant)}$$

Since there is nothing in increasing the number of calls which will, in itself, decrease the amount of nonessential time per call, it is apparent that the actual result will approach the second solution above, which shows essential time cut exactly in half to take care of the two additional calls. But there is a certain amount of essential time over which the salesman has no control: writing the want book order, making adjustments, etc. Time spent selling is the one part of the call over which the salesman has complete control insofar as decreasing it is concerned, and it is here that a good portion of the lost time will be made up. The illustrations of the two salesmen who used 3.4 and 2.5 minutes of selling time per call are cases in point.

Most Efficient and Least Efficient Salesmen, Judged on Efficiency with Which They Utilized Their Time—While it has been shown that there is a relationship between efficient utilization of time and best salesmen, it is also true that several of the best salesmen were very inefficient in the use of their time, and that some of the other salesmen used their time rather efficiently. The most adequate time standards, then, should be based on the

TABLE 49—AVERAGE SELLING CALL, IN MINUTES AND PER CENT, FOR TEN MOST EFFICIENT AND TEN LEAST EFFICIENT COUNTRY WHOLESALE DRUG SALESMEN

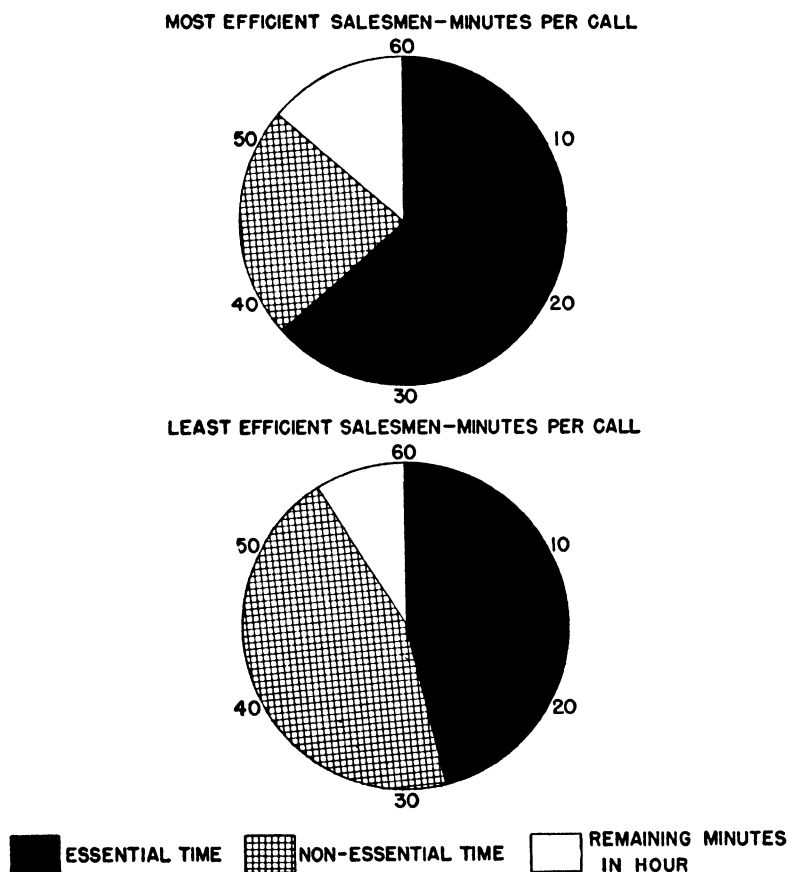
ELEMENT	TEN MOST EFFICIENT COUNTRY SALESMEN		TEN LEAST EFFICIENT COUNTRY SALESMEN	
	Minutes	Per Cent	Minutes	Per Cent
Promotional Selling	14.1	27.2	9.6	17.5
Dealer Assistance	0.8	1.6	0.6	1.1
Want Book Selling	14.9	28.8	12.9	23.5
Collection and Adjustment	4.6	8.9	1.9	3.5
Sales Promotion	2.2	4.2	2.0	3.6
Miscellaneous	1.5	2.9	0.8	1.5
Total Essential Time	38.1	73.6	27.8	50.7
Await Interview	3.9	7.5	11.2	20.5
Broken Interview	5.2	10.0	8.4	15.3
General Conversation	4.4	8.5	6.4	11.7
Idle Time	0.2	0.4	1.0	1.8
Total Non-Essential Time	13.7	26.4	27.0	49.3
Total Call	51.8	100.0	54.8	100.0

Source: Time-and-duty study: based on 10 most efficient and 10 least efficient country wholesale drug salesmen, selected on the efficiency with which time was utilized.

efficiency with which the most efficient salesmen used their time. To this end, a tabulation was prepared of the ten most efficient salesmen (and, for comparison, the ten least efficient) for both city and country.

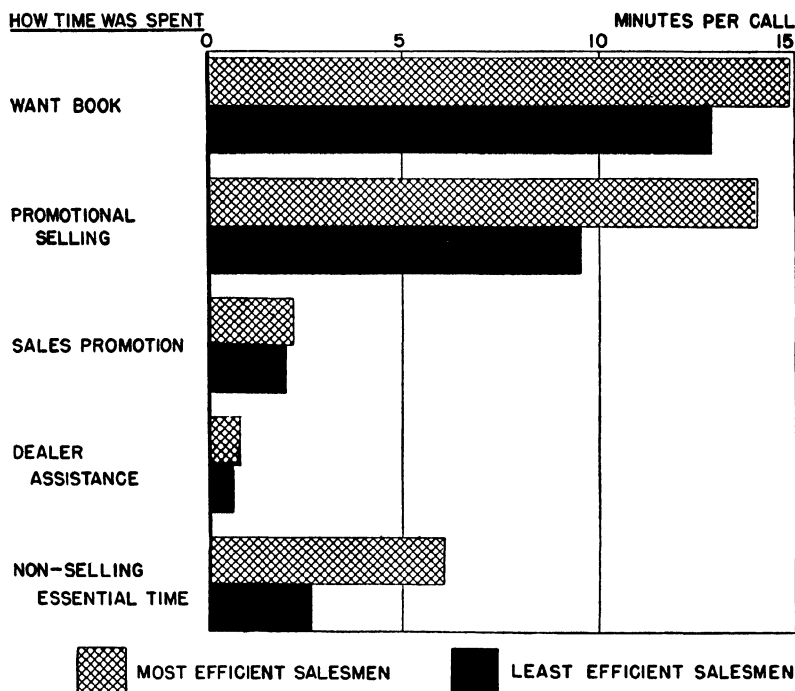
I. *Country Salesmen*—Table 49 shows this comparison for country salesmen. It is significant that eight of the ten most efficient salesmen were also from that group ranked best by their

CHART II — AVERAGE MINUTES PER SELLING CALL FOR MOST AND LEAST EFFICIENT COUNTRY WHOLESALE DRUG SALESMEN, BY ELEMENTS, SELECTED AREAS, UNITED STATES, 1946



Source: Table 49

CHART 12 — MINUTES OF ESSENTIAL TIME SPENT PER CALL BY MOST AND LEAST EFFICIENT COUNTRY WHOLESALE DRUG SALESMEN, SELECTED AREAS, UNITED STATES, 1946

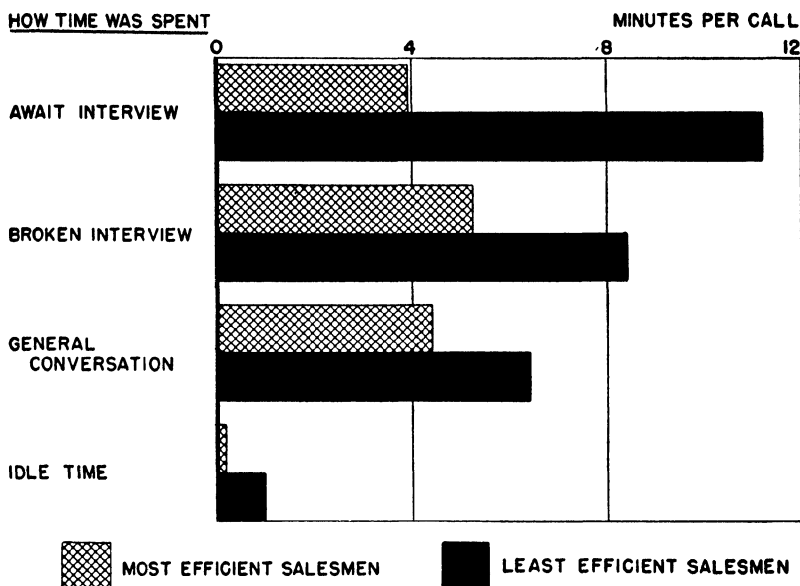


Source: Table 4 9

sales managers, even though this group made up only one-third of the sample observed.

The difference between the most and the least efficient salesmen is startling. The most efficient salesmen spend 14.1 minutes per call, or 27.2 per cent, in promotional selling. The least efficient spend only 9.6 minutes, or 17.5 per cent. Even more significant is a comparison between the nonessential time of the two groups. The most efficient salesmen are spending only 7.5 per cent of their time in waiting for the interview, while the least efficient spend almost three times as much—20.5 per cent. Instead of the total of 27.0 minutes spent in all nonessential activities by the least efficient salesmen, the most efficient are taking just about half that much time—13.7 minutes.

CHART 13 — MINUTES OF NON-ESSENTIAL TIME SPENT PER CALL BY MOST AND LEAST EFFICIENT COUNTRY WHOLESALE DRUG SALESMEN, SELECTED AREAS, UNITED STATES, 1946



Source: Table 49

A comparison of percentages, or even minutes per call, gives little indication of the enormous differences that will have resulted at the end of a year's activity. A breakdown of the

TABLE 50—NUMBER OF DAYS PER YEAR SPENT IN VARIOUS ACTIVITIES BY MOST AND LEAST EFFICIENT COUNTRY WHOLESALE DRUG SALESMEN

ELEMENT	DAYS PER YEAR	
	Most Efficient Country Salesmen	Least Efficient Country Salesmen
Promotional Selling	41.0	27.8
Other Essential Time	70.8	53.5
Non-Essential Time	40.3	82.1
Time Outside Store	87.9	76.6
Total Year	240.0	240.0

Source: See page 78.

original time-study data for the entire day shows the following percentages:

(1) The most efficient salesmen spend 17.1 per cent of their day in promotional selling; the least efficient spend 11.6 per cent.

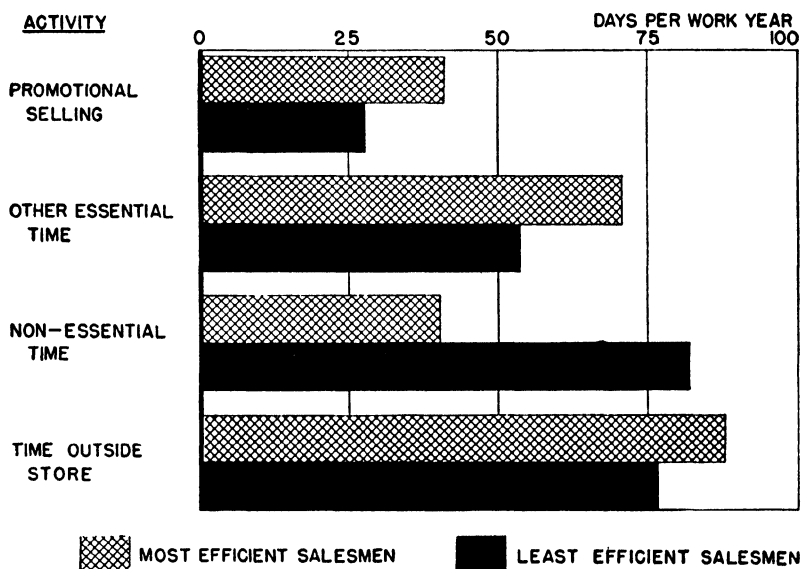
(2) The most efficient salesmen spend 29.5 per cent of their day in other essential activities; the least efficient spend 22.3 per cent.

(3) The most efficient salesmen spend 16.8 per cent of their day in nonessential work; the least efficient spend 34.2 per cent.

(4) The most efficient salesmen spend 36.6 per cent of their time outside the store, the least efficient spend 31.9 per cent.

Using these percentages and assuming an annual working year of 240 days, Table 50 shows the differences in achievement between the two groups at the end of a year. These are graphically illustrated in Chart 14.

CHART 14 — NUMBER OF DAYS PER WORK YEAR (240 DAYS) SPENT IN VARIOUS ACTIVITIES BY MOST AND LEAST EFFICIENT COUNTRY SALESMEN, SELECTED AREAS, UNITED STATES, 1946



Source: Table 50

2. *City Salesmen* — The comparison of the most efficient and least efficient city salesmen is shown in Table 51. While the dif-

TABLE 51—AVERAGE SELLING CALL, IN MINUTES AND PER CENT, FOR
TEN MOST EFFICIENT AND TEN LEAST EFFICIENT
CITY WHOLESALE DRUG SALESMEN

ELEMENT	TEN MOST EFFICIENT CITY SALESMEN		TEN LEAST EFFICIENT CITY SALESMEN	
	Minutes	Per Cent	Minutes	Per Cent
Promotional Selling	11.2	30.5	8.5	24.9
Dealer Assistance	0.3	0.8	0.8	2.3
Want Book Selling	8.6	23.4	4.3	12.6
Collection and Adjustment	2.4	6.5	1.7	5.0
Sales Promotion	1.7	4.6	1.3	3.8
Miscellaneous	0.8	2.2	0.5	1.4
Total Essential Time	25.0	68.0	17.0	50.0
Await Interview	3.7	10.1	5.0	14.6
Broken Interview	4.5	12.2	6.5	19.0
General Conversation	2.7	7.3	4.8	14.1
Idle Time ..	0.9	2.4	0.8	2.5
Total Non-Essential Time	11.8	32.0	17.1	50.0
Total Call	36.8	100.0	34.2	100.0

Source: Time-and-duty study: based on 10 most efficient and 10 least efficient city wholesale drug salesmen, selected on the efficiency with which time was utilized.

ferences are not as significant as the comparison between the two country groups, they are still extremely significant. The most efficient salesmen are spending more than twice as much time (68.0 per cent) in essential activity as in nonessential (32.0 per cent). The least efficient, on the other hand, are spending exactly the same amount of time (50.0 per cent) in these two categories.

While there is no reason to believe that the most efficient salesmen present the optimum time standards that can be achieved eventually, they are practical standards which are being achieved by about one-fourth of the country salesmen and one-third of the city salesmen observed. The achievement of these standards by all wholesale drug salesmen would materially increase the efficiency of the distribution of wholesale drugs. Furthermore, if some of the time saved were used in sales-promotion advice and assistance, which the druggists have indicated decisively that they want, the efficiency of the retailer could be likewise increased.

CHAPTER VI

THE DUTY STUDY

The preceding chapter has presented an analysis of the way the salesmen spend their time. The average city salesman was found to spend 9.9 minutes per call in promotional selling; the average country salesman, 12.0 minutes. The second major purpose of the time-and-duty study is to determine exactly how this promotional selling time was used, and how it could be used more effectively. This information was obtained from two tabulations kept during the course of the study:

1. The number of items mentioned and the number sold by each of the major selling arguments used.
2. The number of items mentioned, the number sold, and the amount of sales resulting from each of the various types of selling.

The results of an analysis of these tabulations is given in this chapter.

TYPE OF SELLING ARGUMENT USED

Definitions — Each time an item was mentioned, a broadside presented, or a sample shown, a record was kept of the type of appeal used and whether the appeal was successful. It was found that all sales arguments could be classified under one of the six types listed below:

1. *Availability*—any argument that stressed as its chief selling feature the fact that the item is now available, having been previously short, or that the item may be short in the future. This did not include the sale of rationed merchandise, which was considered as want book selling.
2. *Profitability*—any argument which stressed the margin of profit to the retailer.
3. *Saleability*—all arguments in which the possibilities of quick resale, customer demand, etc., were given the most attention.
4. *Quality*—all arguments based on the qualities of the item itself.
5. *Need to complete stock*—any appeal based on a shortage in the retailer's stock, as disclosed by a physical check of the item by the salesman.
6. *Routine mention*—any mention of an item that did not include a

reason for buying it. This included such statements as: "Need any blades?" or "I've got a nice pipe deal."

Effectiveness of Selling Arguments—A summary of the results for all salesmen is shown in Table 52. Two facts stand out clearly. First, in only about 18 per cent of the cases were definite sales arguments given, but this 18 per cent accounted for almost

TABLE 52—TOTAL NUMBER OF ITEMS MENTIONED AND SOLD, BY TYPE OF ARGUMENT USED, BY ALL WHOLESALE DRUG SALESMEN

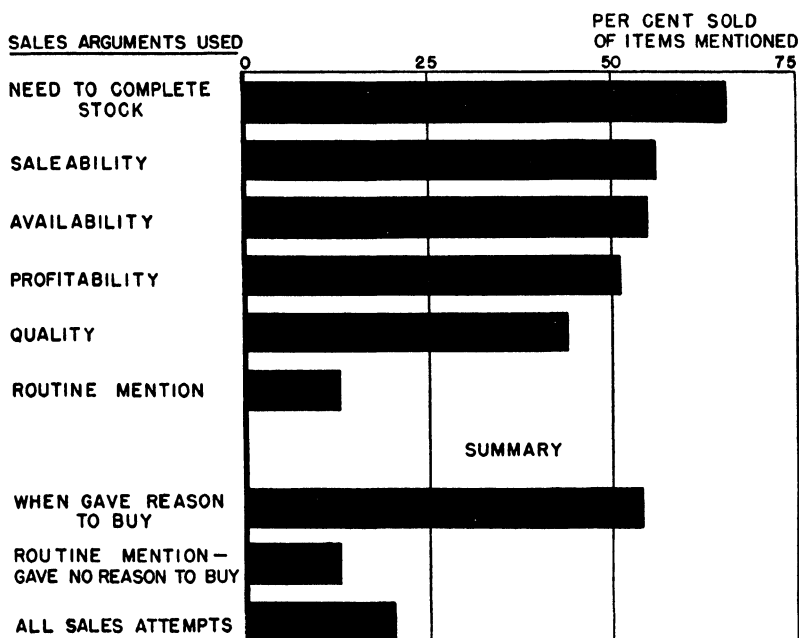
ARGUMENT USED	ITEMS MENTIONED		ITEMS SOLD		PER CENT SOLD OF ITEMS MENTIONED
	Number	Per Cent	Number	Per Cent	
Availability	188	1.9	103	5.1	54.8
Profitability	276	2.7	142	7.0	51.4
Saleability	144	1.4	80	4.0	55.6
Quality	692	6.9	305	15.1	44.1
Need to Complete Stock	509	5.0	348	17.3	68.4
All Sales Arguments ...	1,809	17.9	978	48.5	54.1
Routine Mention	8,273	82.1	1,037	51.5	12.5
Total	10,082	100.0	2,015	100.0	20.0

Source: Time-and-duty study; based on 69 days spent with 68 salesmen from nine wholesale drug firms.

half the total number of items sold. The remaining 82 per cent of the cases—those in which the item was mentioned only in a routine fashion—accounted for the other half of the sales. In the second place and growing directly out of the above, the genuine sales arguments were more than four times as effective as routine mentions (Chart 15). Every time two genuine sales arguments were made, one of them was successful. Eight items had to be mentioned in routine fashion before a sale was made.

A further examination of Table 52 shows that the least successful of all the real sales arguments was "quality," although the difference between its success and the others is not marked. The only reason that can be advanced for its relative lack of success is that it is the most neutral of the arguments. The retailer is not basically interested in the quality of an item, so a description of its quality does not give him a genuine reason for buying. A slight shift in the emphasis, however—"Look how well this item will sell because of these qualities . . ." will change this into

CHART 15 — WHOLESALE DRUG SALESMEN: PER CENT SOLD OF ITEMS MENTIONED, BY TYPE OF ARGUMENT USED, SELECTED AREAS, UNITED STATES, 1946



Source: Table 52

an argument based on saleability, which was successful in 56 per cent of the times it was used.

It is noticeable that the three other arguments used (disregarding need for stock, which is discussed later) produced almost identical results—56 per cent success for saleability, 55 per cent for availability, and 51 per cent for profitability. This would seem to bear out the statement made by one executive that, since most of the items handled by the wholesaler are those that the retailer needs and should buy, the retailer “does not need to be sold, he merely wants an excuse to buy.”

The most successful of all sales arguments was that based on the need to complete stock. Since the merchandise sold by this method is largely standard merchandise which the retailer has stocked and sold, its success is not surprising, although the high

percentage of success was not expected. The surprising thing is the small amount of stock checking that was actually done. The data given here are for 551 calls¹ made by 68 salesmen. In these 551 calls, only 509 items were mentioned based on a physical check, by the salesmen, of the retailer's stock—less than one item per call. Here, if anywhere, is an area in which selling effectiveness could be increased with relative ease.

A method of increasing selling time by utilizing waiting-order time was discussed in the last chapter. Some statistics were given about one salesman who actually used this procedure. It may prove of interest to see the results he achieved. During the course of a nine-call day this salesman found and mentioned 107 items (over one-fifth of the total for all salesmen) that were actually out of stock or short, and sold 85 of those he suggested—an average per call of 11.9 items mentioned, and 9.4 items sold by this one type of selling. Only 11 other salesmen mentioned as many as 10 items per day that they had physically checked and found short. The largest number, other than for the salesman discussed above, was 36 in an 11-call day. Twelve salesmen checked no items at all.

It might appear, from the discussion above, that the salesman used in illustrating the possibilities of stock checking was a super salesman against whom ordinary salesmen could not compete. The reverse is true. This man has been selling for only two years, and was rated among the lower third of the sales force by his house executives. It is a safe prediction that he will not hold this rating long.

Table 52 showed the total results of the effectiveness of the various types of arguments for all salesmen. A breakdown of this table by call may prove of interest. The results are:

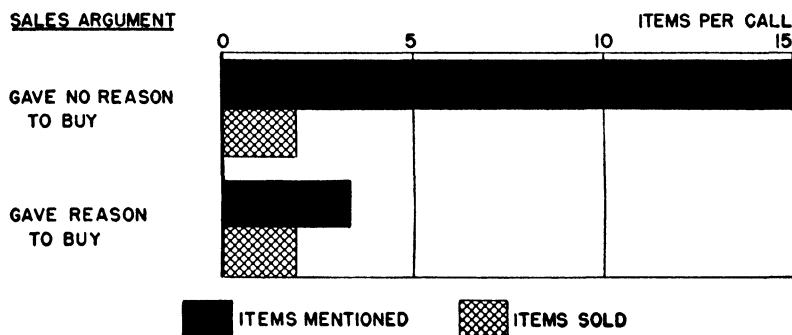
<i>Type of Argument</i>	<i>Items Mentioned per Call</i>	<i>Items Sold per Call</i>
All Genuine Sales Arguments.....	3.3	1.8
Routine Mention.....	15.0	1.9
Total.....	18.3	3.7

The average salesman mentioned only slightly over 18 items

¹Information on sales arguments was not obtained for three days spent with the first two salesmen observed. This accounts for slight discrepancies between this section of the study and that following, which does cover all salesmen observed.

per call, and sold almost four of them. But of the 18 items mentioned, only 3.3 were based on actual sales arguments. Again it should be repeated—this does not mean the salesmen made 3.3 good sales arguments, or even 3.3 complete arguments. It means that with only 3.3 items per call was any type of a sales argument given, other than routine mention. The salesman calling on a customer weekly is “pushing” only 156 items in the course of an entire year—“pushing” in the sense that any type of argument is given, no matter how short. The sales manager who gives his salesmen a list of 50 items to sell at a twice-monthly meeting is not only deluding himself, but is also failing to direct the efforts of his salesmen. The salesmen merely take their choice of the items to sell.

CHART 16 — WHOLESALE DRUG SALESMEN: NUMBER OF ITEMS MENTIONED AND NUMBER SOLD BY WHETHER OR NOT REASON TO BUY WAS GIVEN, SELECTED AREAS, UNITED STATES, 1946



Source: Table 52

Because of the small number of items for which real sales arguments are given, the proper selection of items to be promoted becomes of vital importance to the sales manager. Once an extremely limited number of items has been selected, however, the sales manager can have some assurance that sales will result in about half the accounts covered by his salesmen.

Best and Other Salesmen Compared—Looking for a clue as to why the best salesmen were so rated by their executives, Table 52 can be further analyzed on the basis of the best and all other

salesmen. Turning first to the items mentioned per day, the analysis shows:

<i>Type of Argument</i>	<i>Items Mentioned per Day by Best Salesmen</i>		<i>Items Mentioned per Day by Other Salesmen</i>	
	<i>Number</i>	<i>Per Cent</i>	<i>Number</i>	<i>Per Cent</i>
All Sales Arguments.....	29.7	20.3	24.3	16.7
Routine Mention.....	117.0	79.7	121.4	83.3
Total	146.7	100.0	145.7	100.0

It is immediately apparent that, out of approximately the same number of items mentioned per day, the best salesmen gave genuine sales arguments in over 20 per cent of the cases, as compared with less than 17 per cent for the other salesmen. It has already been shown that real sales arguments are more than four times as effective as routine mention. The results in this case bear that out. The number of items sold per day by best and other salesmen was:

<i>Type of Argument</i>	<i>Best Salesmen</i>	<i>Other Salesmen</i>
All Sales Arguments.....	16.0	13.2
Routine Mention.....	14.9	15.1
Total.....	30.9	28.3

Although mentioning almost exactly the same number of items, the best salesmen sold 2.6 items per day more than the other salesmen, by virtue of their use of genuine sales arguments in a greater proportion of the cases. This difference in the course of an entire day may seem small. In the course of a year, however, these 2.6 items per day will have amounted to about \$5,600, a not inconsiderable return for the time taken to attempt to sell five additional items per day.

More important than the differences shown are the striking similarities of results achieved by the best and all other salesmen. Considering only the per cent sold of those items mentioned, the following summary shows:

<i>Type of Argument</i>	<i>Per Cent Sold of Items Mentioned by Best Salesmen</i>	<i>Per Cent Sold of Items Mentioned by Other Salesmen</i>
All Sales Arguments	53.8	54.3
Routine Mention	12.7	12.4

The proportion of sales to items mentioned was almost identical in both cases. When either the best or the other salesmen gave a valid sales argument, they sold about 54 per cent of their

attempts. When the item was sold by routine mention, both groups sold about 12.5 per cent of the attempts. The best salesmen gave the retailer a few more reasons to buy and consequently sold more items. When the other salesmen did make a definite sales attempt, however, their efforts were equally successful.

TYPE OF SELLING

In addition to recording the information discussed above, a record was also kept of the number of items mentioned, the number sold, and the amount of sales (in dollars) for each type of promotional selling—stock checking, selling from samples, selling from printed matter, selling from samples and printed matter, and selling without aids (see Chapter V for definitions). The results of this tabulation are given in Table 53.

TABLE 53—NUMBER OF ITEMS MENTIONED AND NUMBER SOLD PER DAY AND PER CALL BY AVERAGE WHOLESALE DRUG SALESMEN

TYPE OF SELLING	NUMBER OF ITEMS MENTIONED			NUMBER OF ITEMS SOLD		
	Day	Call	Per Cent	Day	Call	Per Cent
Stock Checking	92.2	11.5	62.4	17.4	2.2	58.2
Selling from Samples	16.4	2.1	11.1	5.0	0.6	16.7
Selling from Printed Matter ...	35.0	4.4	23.7	5.7 (6.2) ^a	0.7 (0.8) ^a	19.1
Selling from Printed Matter and Samples	0.8	0.1	0.5	0.4	0.1	1.3
Selling without Aids	3.3	0.4	2.3	1.4	0.2	4.7
Total	147.7	18.5	100.0	29.9 + 6.2	3.8 + 0.8	100.0

^a Selling in which the salesman gave the buyer printed matter to read, but did no selling. Hence, number of items mentioned could not be recorded.

Source: Time-and-duty study: based on 72 days spent with 70 salesmen from nine wholesale drug firms.

All Salesmen—Table 53 shows the number of items mentioned and the number sold, per day and per call, by all salesmen. The amount of sales and the time spent in each type of selling is shown in Table 54. Out of a total of 18.5 items mentioned per call, 11.5 were on the basis of asking about stock. In this connection it is important to repeat a fact already brought out—this was not necessarily physical stock checking by the salesmen. In fact, as has already been shown, less than one item per call was

TABLE 54—AMOUNT OF SALES AND MINUTES OF SELLING TIME SPENT PER DAY AND PER CALL BY AVERAGE WHOLESALE DRUG SALESMEN, BY TYPE OF SELLING EFFORT

TYPE OF SELLING	AMOUNT OF SALES			TIME SPENT (In Minutes)		
	Day	Call	Per Cent	Day	Call	Per Cent
Stock Checking	\$131.80	\$16.50	40.9	31.9	4.0	36.4
Selling from Samples	36.70	4.60	11.4	16.0	2.0	18.3
Selling from Printed Matter ...	123.10	15.40	38.3	33.4	4.2	38.1
Selling from Printed Matter and Samples	8.00	1.00	2.5	2.9	0.4	3.3
Selling with Aids	22.30	2.80	6.9	3.4	0.4	3.9
Total	\$321.90	\$40.30	100.0	87.6	11.0	100.0

Source: Time-and-duty study: based on 72 days spent with 70 salesmen from nine wholesale drug firms.

mentioned on the basis of a shortage disclosed by an actual stock check. More than 90 per cent of the stock checking was made up of such queries as: "Need any bottles?" "How's your J & J? B & B?" etc. Occasionally the druggist went to look. Usually he did not, and, in a good many cases, probably didn't know himself whether his stock was adequate.

Only an average of 2.1 samples were shown per call, in spite of the fact that almost one-half of all samples shown resulted in sales. Fourteen salesmen showed no samples at all. The fault did not always lie with the salesmen. The selection of samples was, in a few cases, so bad that the salesmen were ashamed to show them. Given good samples, most of the salesmen seemed anxious to make use of them.

The figure of 4.4 items of printed matter mentioned per call is somewhat misleading. It was a common practice for the salesmen to hand over to the retailer catalogs showing large numbers of deals (e.g., McKesson's *Profitunities*, Yahr-Lange's *Deal-O-Gram*), mimeographed lists of push items, over-stocks, etc. Since it was impossible to determine how many of the items the dealer actually read, the figure for number of items mentioned could not be determined. The number of items sold and the amount of sales were recorded. Any attempt to check the summaries given below must take into consideration the following facts:

1. In computing the per-cent-sold-of-items-mentioned column, the number of items sold by this method could not be included.

2. In computing the average value of each item sold and the sales per minute, selling by this method was included.

The amount of promotional selling per day amounted to about \$322, or approximately \$40 per call. Promotional selling, as used in this report, includes no want book order even if penciled by the salesman, nor does it include any order, however obtained, that did not originate with a suggestion made by the salesman. As nearly as it is possible to determine it, promotional selling represents sales that would not have been made if the salesman had not called. Based on a selling year of 240 days, the average salesman actually *sells* about \$77,000 a year, or approximately 27 per cent of his total sales. Even if it is argued that stock checking is not actually classifiable as promotional selling because of the type of merchandise sold by this method, the average salesman still sells over \$50,000 a year from samples, printed matter, etc. The statements sometimes heard that the wholesale drug salesman is simply an order taker are not in accord with the facts.

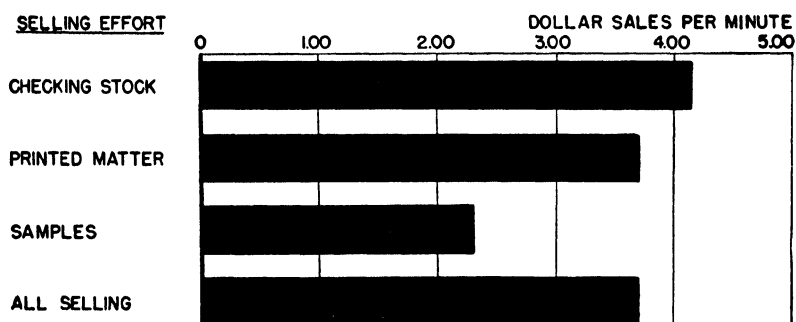
An analysis of Tables 53 and 54 provides the following facts:

<i>Type of Selling</i>	<i>Sales per Minute</i>	<i>Value of Each Item Sold</i>	<i>Per Cent Sold of Items Mentioned</i>
Stock Checking	\$4.13	\$ 7.57	18.9
Selling from samples	2.29	7.34	30.5
Selling from printed matter	3.69	10.34	16.3
Selling from printed matter and samples	2.76	20.00	50.0
Selling without aids	6.56	15.93	42.4
All Selling	\$3.67	\$ 8.92	20.2

One measure of selling effectiveness is found in the first column. Considering the three methods listed first, which together make up over 90 per cent of the total sales, stock checking was found to produce the best results, with \$4.13 in sales per minute of selling effort. Selling from printed matter, with \$3.69 per minute of sales, was next. Selling from samples rated a poor third, with only \$2.29 in sales for each minute of selling effort. Of relatively small importance, accounting for only 2.5 per cent of the total sales, selling from printed matter and samples rated only slightly better than selling from samples, with sales returns of \$2.76 per minute.

Highest per-minute sales achieved were from selling without

CHART 17 — WHOLESALE DRUG SALESMEN: SALES PER MINUTE BY
TYPE OF MAJOR SELLING EFFORT, SELECTED AREAS,
UNITED STATES, 1946



Source: Tables 53 and 54

aids, which resulted in \$6.56 for each minute spent, although it was of relatively little importance as far as total sales were concerned. This high rate of sales deserves a word of comment. Almost the only products sold by this method were unusually good deals with which the druggist was already familiar, standard items which had been in short supply, etc. One example was a proprietary deal, apparently the first ever offered for this product, which some salesmen sold without the use of the printed sheets. Another item sold in this manner was a shaving brush deal, offered when the demand for brushes was high.

The low per-minute sales for both samples and printed matter combined with samples was due, in part, to a questionable selection of items by the house; in part, to unnecessary time spent by the salesmen in showing the samples. An example of the former was a viewer for showing colored photographs. It took about eight minutes to find an electrical outlet, connect the viewer, and examine and discuss the pictures. Yet the cost per unit was around \$6.50, and the largest sale made, or that could be expected to be made on this type of item, was two viewers. An example of poor presentation was the method used by one salesman in showing a heating pad assortment. To show the five pads, each of which differed slightly from the others, explain the differences, and

demonstrate some of the attachments took over 13 minutes. From the three stores in which he made a complete presentation he obtained one order—39.5 minutes of selling effort for a \$33 sale. Even if he had been successful in every attempt, he would have received only slightly over \$2.50 for each minute of selling effort.

In considering the effectiveness of the various methods of selling, it should be mentioned that any comparison must take into account the different types of merchandise sold by each method and the margin of profit on each. The fact that stock checking produced the largest sales per minute of effort merely means that for the type of merchandise which can be sold by stock checking, it is the most efficient method to use. The fact that samples were relatively inefficient in sales per minute of selling time does not mean that samples should not be used—only that a great deal of care should be exercised in selecting samples. Many items would be difficult to sell any other way, and it must be remembered that most sales from samples are of high margin sundries which are profitable to the house. Each type of selling has its place. The type of item, the amount of time the sales manager believes should be devoted to it, the need for wide distribution, and the profit margin—all will have some bearing on the method best suited for presenting an item.

The over-all sales per minute for all types of selling amounted to \$3.67. This seems like a relatively small amount, but it will total over \$7,000 for each minute spent per call in a 240-day year (based on an average of eight calls per day). The knowledge of a sales-per-minute figure can be put to very practical use by the sales manager. He can, for example, use it as a basis for deciding whether to accept a new promotion. Suppose a manufacturer has a new product which will take “only five minutes” of the salesman’s time per call to present. The sales manager knows that each of his salesmen, averaging 40 accounts, will sell about \$734 during the time necessary to make this promotion, since they sell \$3.67 per minute. If the house has 15 salesmen, the sales will total around \$11,000 for the house during this period. Furthermore, since the salesmen have only about 11 minutes of selling time per call, this one promotion will require about half the sell-

ing time of the sales force for the week or two weeks required to get complete coverage. Using these facts, an estimate of the sales potential of the deal the manufacturer wants pushed will give the sales manager a reasonably accurate basis for determining the proper action to take on this promotion.

Sales per minute of selling effort, however, cannot serve as the only criterion of selling effectiveness. As shown by the last column of the summary, selling from samples, and particularly selling from printed matter and samples, were extremely effective insofar as number of sales to number of attempts was concerned. When samples and printed matter were used together, 50 per cent of the attempts were successful, while samples alone were successful in almost a third of the attempts. The sales manager who is interested in getting as wide a coverage for a particular item as possible should remember that, for the number of items shown, samples combined with printed matter will produce the greatest number of sales. A careful selection of samples, the elimination of those requiring undue time to show on the basis of expected volume, and an appreciation by the salesman of the necessity for conservation of time should result in much higher sales per minute for this type of selling.

City and Country Salesmen Compared—The most important of the various factors of selling effectiveness are shown for city and country salesmen in Table 55. In general, country salesmen produced a better record than city salesmen. The country salesmen spent somewhat more selling time per call—12.0 minutes as

TABLE 55—A COMPARISON OF THE SELLING EFFECTIVENESS OF COUNTRY AND CITY WHOLESALE DRUG SALESMEN

ITEM	CITY SALESMEN	COUNTRY SALESMEN
Items mentioned per call	15.5	21.2
Items sold per call	4.1	4.8
Amount of sales per call	\$33.80	\$46.10
Minutes spent per call	9.8	12.0
Sales per minute	\$ 3.45	\$ 3.83
Value each item sold	8.05	9.55
Per cent sold of items mentioned	22.3	18.9
Number of calls	8.7	7.8

Source: Time-and-duty study; based on 72 days spent with 70 salesmen from nine wholesale drug houses.

compared with 9.8 minutes for the city salesmen. During this period, the country salesmen mentioned 21.2 items, almost six more than the city salesmen. Somewhat surprisingly, the city salesmen sold a greater percentage of the items they mentioned, so the number of items sold per call by city salesmen is only 0.7 less than the number sold by country salesmen (although this apparently unimportant additional number of sales per call will alone result in an annual sales volume of over \$12,000 based on 7.8 calls per day, 240 selling days, and an average item value of \$9.55). The country salesmen, however, sold almost 40 per cent more per call in dollar value than did the city salesmen, since the average item value was larger in the country than in the city.

The poorer showing of the city salesmen has several possible explanations. In the first place, the city salesmen call on their customers more often than the country salesmen, so there is a natural tendency to spend less time per call. In the second place, the city customer can phone the house and receive almost immediate delivery on any item, so there is more "hand-to-mouth" buying in the city. Finally, with some houses, the city territories are used as training grounds for country salesmen. City salesmen are promoted to country territories.

Best and Other Country Salesmen Compared — A comparison of the best country and other country salesmen, as rated by their house executives, produced some interesting results (Table 56). It has already been shown that the best country salesmen utilized their time more efficiently than did the other salesmen. The time

TABLE 56—A COMPARISON OF THE SELLING EFFECTIVENESS OF BEST AND ALL OTHER COUNTRY WHOLESALE DRUG SALESMEN

ITEM	BEST COUNTRY SALESMEN	OTHER COUNTRY SALESMEN
Items mentioned per call	19.2	22.1
Items sold per call	4.9	4.8
Amount of sales per call	\$57.30	\$40.50
Minutes spent per call	11.9	12.1
Sales per minute	\$ 4.83	\$ 3.35
Value each item sold	\$11.84	\$ 8.41
Calls per day	7.8	7.7
Per cent sold of items mentioned	20.6	18.2

Source: Time-and-duty study; based on 40 days spent with 38 country wholesale drug salesmen.

they spent in selling was also more productive. While mentioning fewer items per call, they sold a greater proportion of those mentioned, so that the actual number of items sold per call was almost identical. The average sale of the best country salesman was considerably higher than the sale made by the other salesmen—\$11.84 per item sold as compared with \$8.41. The sales per minute of the best salesmen were over 40 per cent greater than the per-minute sales of the other salesmen. The result was an average per call of \$57.30 for the best salesmen and \$40.50 for the other salesmen, a difference that would amount to over \$31,000 in the course of a year. It is obviously impossible to explain all the factors going to make one salesman better than another by the use of statistics. One statistical fact may explain part of the difference—the best salesmen gave genuine sales arguments with 17.7 per cent of the items they presented; the other salesmen, with 13.3 per cent. It may also be true that the best salesmen understood better the value of their selling time. As one excellent country salesman said, "You can spend as much time on selling a \$3 item as on a \$50 deal. I stick to the big ones."

SUMMARY

A great many facts have been given in the last two chapters about the present activities of wholesale drug salesmen, their methods of selling, and the success of these methods. Such information is valuable to the sales manager, but the salesmen who read this study are going to be interested, not in what they have been doing, but in how they can go about increasing their sales. All of the findings in the two chapters with respect to increasing sales boil down to three facts:

1. *Sales Can be Increased by Increasing Selling Time* — Methods of increasing selling time have already been given. But can it be proved that increasing selling time will result in increased sales? Table 57 and Chart 18 offer statistical evidence.

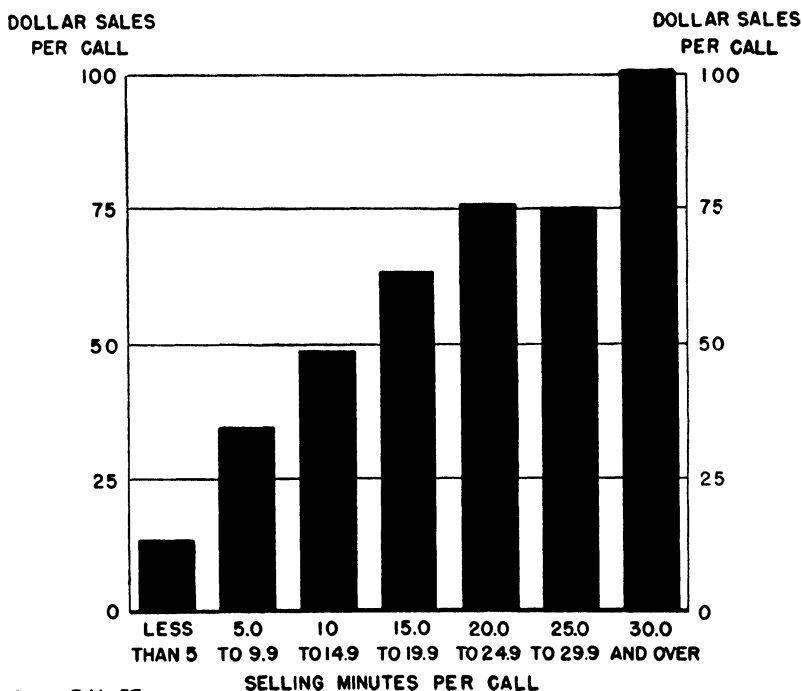
The average call in which less than five minutes were spent in selling resulted in \$13 in sales. For the average call in which over 30 minutes of selling time were spent, \$100 in sales resulted. With one exception, an increase in average selling time brought

TABLE 57—AMOUNT OF SALES PER CALL, BY MINUTES OF SELLING EFFORT SPENT BY WHOLESALE DRUG SALESMEN

Minutes of Selling Time per Call	Number of Calls	Sales per Call	Increase in Sales
No selling	35	..	..
Less than 5.0	139	\$13.10	\$13.10
5.0 - 9.9	137	31.40	18.30
10.0 - 14.9	100	48.90	17.50
15.0 - 19.9	74	63.40	15.50
20.0 - 24.9	41	76.70	13.30
25.0 - 29.9	23	75.00	..
30.0 and over	26	100.20	24.10
All Selling	575	\$40.30	

Source: Time-and-duty study; based on 575 calls made with 70 wholesale drug salesmen from nine wholesale drug firms.

CHART 18 — WHOLESALE DRUG SALESMEN: AMOUNT OF SALES PER CALL, BY MINUTES OF SELLING EFFORT



Source: Table 57

an increase in sales, and, at least through 19.9 minutes, the increased sales were about proportionate to the increased time. It has already been shown how stock checking during await-interview time can increase selling time without increasing the amount of time spent with the retailer. Every minute of stock checking produced over \$4.00 in sales. If five minutes of waiting time per call can be turned into stock checking, sales of about \$39,000 should result in the course of a year.

2. *Sales Can be Increased by Increasing the Number of Items Mentioned*—This approaches the question of increased selling time from a different direction. Simply by increasing the number of items mentioned, the number sold will increase. Table 58

TABLE 58—NUMBER OF ITEMS SOLD PER CALL, BY NUMBER OF ITEMS MENTIONED PER CALL BY WHOLESALE DRUG SALESMEN

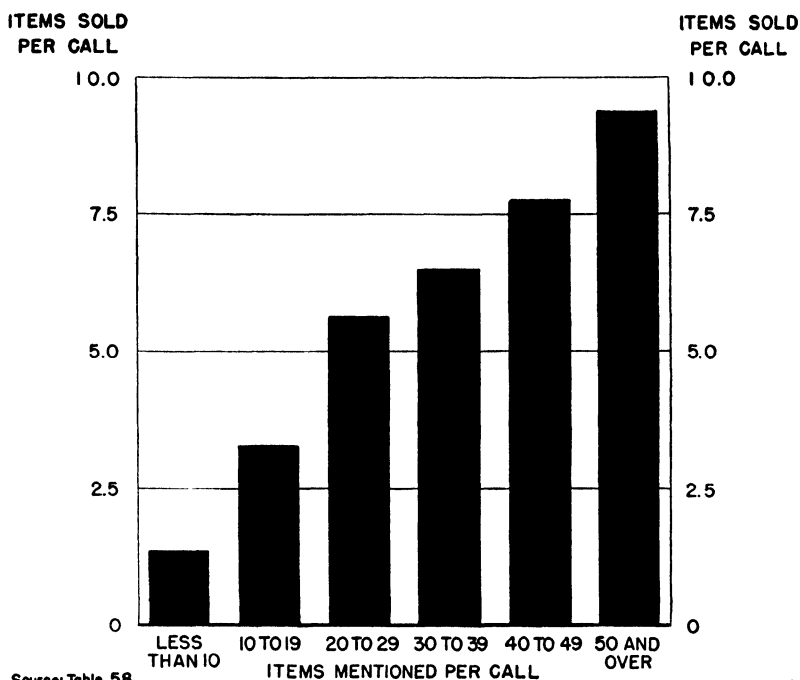
Items Mentioned per Call	Items Sold per Call	Number of Calls
Less than 10	1.4	176
10 - 19	3.3	140
20 - 29	5.7	87
30 - 39	6.5	65
40 - 49	7.8	30
50 and over	9.4	32
No selling	..	45
All Calls	3.8	575

Source: Time-and-duty study: based on 575 calls made with 70 wholesale drug salesmen from nine wholesale drug firms.

and Chart 19 present evidence. The salesman who mentioned less than 10 items per call sold, on the average, only 1.4 of these items. The salesman who mentioned over 50 items sold an average of 9.4 of the items. Each of these additional items sold add about \$9 to the total sales per call. An increase of one item sold per call will total, in a year, an average of about \$17,000 in increased sales.

3. *Sales Can be Increased if the Number of Genuine Sales Arguments Is Increased*—On the average, every time two real sales arguments are given, one sale will result. It takes eight items mentioned in routine fashion to produce this one sale. This is true for the best salesmen; it is also true for the other salesmen. If two additional genuine sales arguments are given per call, an

CHART 19 — WHOLESALE DRUG SALESMEN: ITEMS SOLD PER CALL, BY NUMBER OF ITEMS MENTIONED, SELECTED AREAS, UNITED STATES, 1946



average of about \$17,000 in increased sales will result in the course of a year. The same result will be produced if eight additional items per call are mentioned in routine fashion.

Sales can be increased. Regardless of whether the approach is through a definite attempt to increase time, a definite attempt to increase the number of items mentioned, or a definite attempt to increase the number of genuine sales arguments made, a relatively small increase per call will result in large returns in increased sales volume at the end of a year.

CHAPTER VII

SELLING DIFFICULTIES

THE DIFFICULTY ANALYSIS

Peculiar to the field of sales management is the difficulty analysis—a study of the difficulties met by the salesmen in the performance of their jobs. It may be considered as part of the time-and-duty study or as a separate technique complementary to that study. In either event, it is a valuable preliminary step in the preparation of a training program for salesmen.

The present study is largely statistical in nature, and makes no attempt to list or discuss the difficulties the salesmen encounter in selling specific items. The sales manager, with his knowledge of his salesmen and the conditions in their territories, can readily prepare a list of specific difficulties for his firm based on actual travel with his salesmen.¹ Methods of meeting these difficulties are given in any good text on salesmanship, and specifically for the drug field in *Sales Management Guide*, Volume I.² While much of the two preceding chapters of this report has been devoted to a study of methods of increasing sales, the suggestions made have been based on over-all selling rather than on the sale of a specific item.

What are the major difficulties the salesmen encounter—not those involved in selling a specific deal, but those which are met every day throughout the year? The replies received from the questionnaires are illuminating, especially in view of the findings from the time-and-duty analysis. Given in Table 59 are the difficulties believed most important by the salesmen and also the difficulties which the executives thought the most important, classified by major types of difficulties.

¹For a complete method of preparing an analysis of specific selling difficulties, see Poliak, Saul, *Rebuilding the Sales Staff* (New York: McGraw-Hill Book Company, 1947), p. 253 ff.

²Nolen, Herman C., *Sales Management Guide* (New York: The National Wholesale Druggists' Association, 1940.)

TABLE 59—MAJOR SELLING DIFFICULTIES LISTED BY WHOLESALE DRUG EXECUTIVES AND SALESMEN, BY NUMBER AND PER CENT

TYPE OF DIFFICULTY	SALESMEN MENTIONING		EXECUTIVES MENTIONING	
	Number	Per Cent	Number	Per Cent
<i>Those Originating With Retailer</i>				
Lack of time to give salesmen	295	27.1	41	16.1
Lack of ability or desire to mdsc. . . .	129	11.9	30	11.7
Ordinary sales objections	46	4.2	..	..
Miscellaneous	25	2.3	1	0.4
Total	495	45.5	72	28.2
<i>Those Originating With Salesmen</i>				
Lack of time to do adequate job. . . .	85	7.8	13	5.1
Lack of knowledge or ability	56	5.2	5	2.0
Total	141	13.0	18	7.1
<i>Those Originating With House</i>				
Poor service to retailer	95	8.7	49	19.2
Poor service to salesmen	75	6.9	10	3.9
Total	170	15.6	59	23.1
<i>Those Originating from Outside Sources</i>				
Competition	166	15.3	53	20.8
Shortages	88	8.1	32	12.6
Allocation of scarce mdsc.	22	2.0	20	7.8
Miscellaneous	5	0.5	1	0.4
Total	281	25.9	106	41.6
Total Mentions	1,087	100.0	255	100.0

Source: Wholesale drug salesmen's and executives' questionnaires.

DIFFICULTIES ORIGINATING WITH RETAILERS

Lack of Time — It is immediately apparent that the most important single difficulty involved the element of time. Almost 300 of the salesmen gave as a major difficulty one coming under the general heading of "Lack of time given by retailers to the salesmen." Several of the salesmen suggested that this was a temporary condition, arising largely from war-time shortages of help. This was also the common explanation made by salesmen under observation in the time-and-duty analysis. While this seems like a reasonable answer, statistics do not bear it out.

A comparison of the present study with one made in 1939 shows that the time then spent by the salesmen in selling, in waiting for an interview, and in waiting during a broken interview bears a close resemblance to time spent on the same elements in this study. While all of the elements of the two studies are

not comparable, due to differences in definition, the following three elements are identically defined, and can be compared:⁸

<i>Element</i>	<i>Minutes per Call</i>			
	<i>City Salesmen</i>		<i>Country Salesmen</i>	
	<i>1939</i>	<i>1946</i>	<i>1939</i>	<i>1946</i>
Promotional selling	8.9	9.9	10.3	12.0
Await interview	4.9	4.3	5.9	6.5
Broken interview	3.1	5.8	5.4	7.4

The three elements shown above measure quite accurately the difficulty involved in getting to see the druggists and the time given the salesman after the interview was begun—they measure, in other words, those subjects covered under the difficulty “Lack of time to give salesmen.” Due to a slight difference in definition of a call (which in the present study included only bona fide selling calls on retail establishments in which an interview was secured), the time for all elements except one is slightly higher for 1946—both selling time and await-interview time. Certainly, however, there is nothing in the above comparison to indicate a marked increase in difficulty in seeing the buyer, or in getting him to listen to the sales story. The truth of the matter seems to be that shortage of time is not a temporary matter which will disappear at some vague normal time in the future. Certainly, time was as important in 1939 as it is now; there is no reason to believe it will decrease in importance in the future.

Methods of decreasing waiting time and increasing selling time have been indicated in preceding chapters. They may be reviewed briefly:

1. Utilize waiting time to check stock and take want book order.
2. Reduce unnecessary general conversation.
3. Eliminate idle time.

Of these, the first is by far the most practicable. The second two methods are of less importance from the standpoint of amount of time wasted, and also would meet heavy resistance from the salesman if suggestions were made that they be decreased. Waiting and broken-interview time not only take up the bulk of the non-essential time, but they are brought forcibly

⁸ Whitlinger, Warren W., *The Application of Principles of Scientific Analysis to the Work of Wholesalers' Salesmen: With Special Reference to the Wholesale Drug Industry* (unpublished Master's Thesis, the Ohio State University, 1940.)

to the attention of the salesmen in virtually every call. Most salesman dislike sitting around doing nothing, and would probably be willing to try any reasonable method which would change this time into productive selling.

Lack of Ability or Desire to Merchandise — Further inspection of Table 59 indicates that the second most important difficulty, insofar as the retailer is concerned, is his lack of desire or ability to merchandise. To a certain extent this difficulty is a measure of the salesmen's failure to provide the service he is being expected to provide. It has already been shown that at least 87 per cent of the retailers want advice and assistance from their wholesale drug salesmen, mostly of a sales promotional nature. The druggists who lack the desire—and particularly those who lack the ability—to merchandise are a challenge to the salesmen serving them. If the retailers do not know how to merchandise, they should be shown.

Ordinary Sales Objections — It is interesting to note that ordinary sales objections such as those commonly covered in textbooks on selling and in sales meetings were given relatively little consideration by the salesmen. Only 46 salesmen mentioned this type of difficulty as a major problem. Regardless of the emphasis customarily placed on it, the salesmen think this type of difficulty relatively unimportant compared with others facing them. The selling problems of the wholesale drug salesmen differ from those of most other salesmen in that the entire problem of securing the interview and getting the dealer's interest is largely nonexistent. The average drug salesman, walking into a retail store, comes as a friend. The retailer is usually glad to see him, and a common greeting is, "Well, what have you got to show me today?" Observation of the salesmen and the attitude of the majority of the retailers seems to indicate clearly that selling of the sell-the-sizzle-and-not-the-steak type has very little place in the armory of the wholesale drug salesman. The good salesman is interested in selling steak, not sizzle. The term used by one house for its salesmen—"Service Engineer"—while possibly a little too ambitious at present, indicates the type of thinking going on in progressive houses today.

DIFFICULTIES ORIGINATING WITH THE SALESMEN

While only a relatively small proportion of the difficulties listed originated with the salesmen, it is notable that here again time is of basic importance. Not only do the salesmen have trouble in obtaining sufficient time from the retailers, as shown earlier, they also have difficulty in finding time to cover adequately their present accounts. While this may stem directly from too large territories, more efficient utilization of available time would do much to eliminate this as a major problem.

DIFFICULTIES ORIGINATING WITH THE WHOLESALE HOUSE

It is noticeable that a large group of difficulties spring from the house itself, with 15.6 per cent of the salesmen's answers, and 23.1 per cent of the executives' answers being of this type. Most of those in the first group—poor service to retailers—are bona fide problems which the salesmen are powerless to remedy. They include such service items as slow delivery and unnecessary shortages of available merchandise. As will be shown later, the latter was also a fairly common complaint of the retailers. The druggists recognize that some shortages were unavoidable, but objected seriously to shortages due to failure of the buying policy of the wholesaler. This type of difficulty is one met daily by the salesmen—how to explain a shortage in an item which both he and the druggist know is available. This was illustrated by one retailer with the following specific example:

Wholesaler A has been stocking gum camphor in 32's, powdered wood charcoal and Ammonium Benzoate in pounds for over two months, but these were short on a recent order. An order to Wholesaler B brought the camphor and charcoal immediately, but they too were out of Ammonium Benzoate, on which there is no shortage. Such instances could be cited in scores and scores of items.

The second major type of difficulty originating with the wholesale house—poor service to the salesmen—includes a wide variety of items, such as lack of prompt information and poor cooperation. Some of the difficulties mentioned by the salesmen were little more than complaints, but most of their suggestions are worth considering. They will be listed in detail later.

DIFFICULTIES ORIGINATING FROM OUTSIDE SOURCES

The remaining difficulties—those originating from outside sources—bulk much larger in the minds of the executives than of the salesmen. Only about 26 per cent of the difficulties listed by the salesmen come under this heading, while 42 per cent of the subjects listed by the executives are so classified. Competition is the most important of this group. It is a continuous and growing problem, particularly the problem of the direct-selling manufacturer. While the training of the salesmen may be one method of meeting this problem, a discussion of direct selling is not a part of the difficulty analysis. Practically speaking, the objective of this entire study is to find methods of improving the efficiency of the wholesale druggist, to enable him to compete more effectively.

The last two items listed—shortages and allocations—are temporary matters, and have noticeably lessened during the past year. The small number of salesmen who answered that allocation was a major difficulty is noteworthy. The remarkably high rating given the salesmen on their allocation policy—82 per cent of the retailers rating them above average (*see* Chapter IV)—indicated that the salesmen were justified in considering this a nuisance, but not a major difficulty. Shortages in this section refer only to shortages of merchandise due to its lack of availability from the supplier.

SPECIFIC DIFFICULTIES LISTED

The discussion above has been based on general types of difficulties. The specific difficulties given by the salesmen are listed below. Several of those under one heading are similar in nature, but have a slightly different approach, so are listed separately. Numbers in parentheses refer to the number of times the difficulty was listed by the salesmen:

I. DIFFICULTIES ORIGINATING WITH THE RETAILER

A. Shortage of Time by Retailer

1. Retailer too busy, due to lack of help (116)
2. Interruptions during the interview (51)
3. Getting and keeping the retailer's attention (47)
4. Time spent waiting for retailer (31)

5. Finding buyer in (17)
6. Retailer wastes time (15)
7. Retailer won't give enough time to present sales story (9)
8. Stores are open too short hours (9)
- B. *Lack of Desire or Ability to Merchandise*
 1. Inefficient or untrained help (34)
 2. Dealer apathetic, lacks interest (30)
 3. Refuses to merchandise, won't follow through (28)
 4. Afraid of new merchandise or new ideas (18)
 5. Business too good, retailer self-satisfied (8)
 6. Retailer lacks display space (4)
 7. New retailers lack sufficient knowledge (3)
 8. Lacks time to merchandise, has insufficient storage space (2 each)
- C. *Ordinary Sales Objections*
 1. Already stocked (21)
 2. Afraid of recession (7)
 3. Can't make up his mind (5)
 4. Resists non-advertised merchandise (5)
 5. One-sixth dozen conscious (3)
 6. Prejudiced against certain items, dislikes house (2 each)
 7. Too price conscious (1)
- D. *Miscellaneous*
 1. Getting space in which to sell (5)
 2. Want-book not kept up (5)
 3. Difficult to check surplus stock, due to poor storage (3)
 4. Too many small customers, won't follow through on PM's to clerks, slow pay (2 each)
 5. Independent attitude, want only scarce merchandise, franchise stores, juke boxes (1 each)

II. DIFFICULTIES ORIGINATING WITH THE SALESMEN

- A. *Lack of Time*
 1. Not enough time to do adequate job (74)
 2. Too much time spent traveling (8)
 3. Too many accounts (2)
 4. Difficulty in spending time where PWPP is greatest (1)
- B. *Lack of Knowledge or Ability*
 1. Lack of knowledge of products in general (14)
 2. Specific selling difficulties—getting buyer to look at samples, checking stock, etc. (12)
 3. Lack of general knowledge—English, salesmanship, display, etc. (7)
 4. Lack of knowledge of pharmaceuticals (6)
 5. Preconceived idea of what account can sell, inexperience (3 each)
 6. Planning work (2)
 7. Careless presentation, nervous over delays, too many accounts required to make a decent salary, lack of study, laziness, lack of

insistence, tendency to overstock retailer, lack of initiative, difficulty in obtaining turnover orders (1 each)

III. DIFFICULTIES ORIGINATING WITH THE HOUSE

A. Poor Service to the Retailer

1. Slow delivery (40)
2. Unnecessary shorts of available merchandise (21)
3. Poor service in general (13)
4. Errors in filling orders (8)
5. Mistakes on invoices (3)
6. Inefficient help, loss and breakage in shipment, poor handling of back orders (2 each)
7. Poor packing, slow claim adjustment, slow in sending invoice, poor follow-up on direct orders (1 each)

B. Poor Service to Salesmen

1. Lack of prompt information about merchandise (9)
2. Competition gets deals first (8)
3. Poor cooperation from house—kind not specified (6)
4. Too many non-selling duties (6)
5. Poor catalog (5)
6. Too many items to discuss per call (5)
7. Not enough information about merchandise (5)
8. Too much time spent rectifying errors, not enough sundries, too large deals (4 each)
9. Over-priced merchandise, too many deals, deadlines to meet in getting orders in, poor quality merchandise, too few samples, lack of display material (2 each)
10. Poor sample cases, selling deals house can't ship, deals which include "lemons," too many new items, deals repeated too soon, can't get information about delivery dates of deals, have to compete with house telephone clerks (1 each)

IV. DIFFICULTIES ARISING FROM OUTSIDE SOURCES

A. Competition

1. Competition in general (48)
2. Direct selling (39)
3. Price or cut-rate competition (20)
4. Competition has faster delivery (13)
5. Bonus or better discounts (11)
6. Unfair competition—mostly called "gyp jobbers" (11)
7. Short line jobbers (10)
8. Prepaid delivery, mutual competition, non-drug wholesalers (4 each)
9. Cooperative buying groups (2)

B. Lack of Merchandise to Sell, Shortages, etc. (88)

C. Allocation of Scarce Merchandise (22)

D. Miscellaneous

1. Price fluctuations (3)
2. Faulty packing by manufacturer, no public demand (1 each)

DIFFICULTIES OBSERVED DURING TIME-AND-DUTY STUDY

While this is primarily a statistical study, it may be of interest to comment on some of the errors committed or difficulties encountered by the salesmen during the course of the time-and-duty study. This is not a numerical analysis, as was the remainder of the time-and-duty study, but is based on miscellaneous notes taken while that study was in progress.

1. If one factor could be isolated as the main distinguishing feature between the best and the other salesmen, that factor would probably be the relationship between the salesmen and their customers. Many of the salesmen seemed to confuse liking and respect with familiarity. With possibly two exceptions, the best salesman did not. The old conception of the drummer, with his jokes, his gossip, and incidentally, a little selling, is still found among wholesale drug salesmen, though with no great frequency. The best salesmen, as well as many of the others, made it perfectly plain that they were business men with work to do. Possibly this relationship can be summed up in one word—dominance. Almost without exception, the good salesmen dominated the interview. It was noticeable that the more familiar the druggist and the salesmen were, the less consideration was given, in general, to the fact that the salesmen had other accounts to call on. Many of the best salesmen always used "Mister" in talking to their customers, and were addressed the same way in return. As one good country salesman said, "I'm far more interested in getting the respect of my customers than I am in getting their friendship. Too much friendliness causes too much wasted time. I've got work to do."

As territory size is reduced and accounts are called on more frequently, or for longer periods at a call, the problems of the sales manager are going to increase. It is a fairly simple matter to tell a salesman to spend two hours on an account—it is not so simple to get him to spend that time productively. Unless the

salesmen are trained and given specific jobs to do, the result may be similar to that achieved by the following salesman who made four calls during a fairly long day and was consequently "cultivating the accounts intensively":

	<i>Minutes</i>
Promotional selling	58.9
Dealer assistance	9.1
Other essential time	169.1
Nonessential time	228.9
Total in stores	<u>465.7</u>

This salesman spent almost two hours in each store, but less than 15 minutes of that time was in promotional selling, and slightly over two minutes in dealer assistance, while 57 minutes were wasted in waiting for the interview, broken interviews, general conversation, and idle time. Increasing the time spent inside the store without increasing the two really productive aspects of the job—promotional selling and dealer assistance—does not represent a more intensive cultivation of accounts, but merely a more extensive waste of time. Training plus specific tasks to do—and probably report on—grow more important as intensive market cultivation is attempted.

2. Several salesmen based their appeals for sales on their own needs for the business to make a quota or win a contest. This was especially noticeable in drives on house lines. While the appeal was often successful, it was a success based on the friendship or sympathy of the druggist rather than any conviction of his need for the merchandise. One druggist commented in a semi-joking fashion to a new salesman who used this appeal, "Is it cheaper when I buy by the case?" "Yes." "Then tell me so. I'm interested in what I'm getting, not in your quota."

3. The subject of special drives has been mentioned earlier, but additional comments may be included here, since they provide a real problem for the salesmen to solve. The one fact that is unquestionably true is that the demand of the sales manager for sales often runs head-on into the basic service objectives of the house. The salesman finds himself in a dilemma—the sales manager is demanding that he sell merchandise which he knows the

retailer does not need. Since his failure to sell will result in the immediate censure of the sales manager and his own name near the bottom on a list of accomplishments, the long-time needs of the retailer are sacrificed to the immediate demands of his house. Salesmen were observed trying to sell merchandist to a druggist already overstocked on that item—sometimes from a similar drive the preceding year. This often leads to the type of appeal mentioned above—"I need the business"—and was especially noticeable on house lines.

4. The failure of some salesmen to raise a want-book item to take advantage of larger discounts was noticeable. Some indication of this lack was evidenced by the frequency with which the retailers asked, "Isn't there a deal on that item?" It is doubtful if any single requirement of the salesman's job is more important than a complete and instantaneous knowledge of deals and discounts. Any question of price, sizes, or availability can be looked up, but the salesman must know the discount schedules if he is to give the druggists the service they have the right to expect. One customer commented on this point:

It is most annoying to find that you have missed an extra discount by not buying quite enough merchandise. Sometimes you have to leave the purchasing to a clerk and frequently he misses some of the discounts that you would have taken advantage of, by buying too light. Using Baume Bengue for an example, a clerk orders $\frac{1}{4}$ dozen with 2 per cent off. If he'd ordered $\frac{1}{3}$ dozen (you get) 10 per cent off. Any clerk would buy the extra package if the salesman tells him of the difference. . . . Also some lines have extra discounts at certain times and if the salesman fails to tell us about them we fail to get them unless we see about them in one of the trade journals.

The commission policy of some houses tends to encourage the salesmen not to sell the druggist maximum discount quantities, since this automatically throws the purchase into a lower commission class. A salesman can make more in selling some items 1/12 dozen at a time than he can by selling the entire dozen at once. If it is to the advantage of the house to have merchandise sold by the case, it should also be to the advantage of the salesmen to sell on that basis. If, as one executive explained, the increased discount given to the retailer makes it impossible to pay the salesmen

as much commission, then the discount schedule would appear to be wrong.

5. Two occasions were noticed in which something that approached outright dishonesty was used—oddly enough, by two of the best salesmen. In both cases a promotion was sold on the assurance that it would not be sold to any other stores in the town. In both cases it was sold to the others.

6. Slow adjustment, particularly of items in which the error was made by the wholesaler, was a constant problem that the salesman had to meet. Adjustments in one house were over two months behind schedule, at least in some cases. One firm solved this problem conclusively by allowing the salesmen to make their own adjustments, even to writing up the credit memoranda.

7. All the selling time shown in the time-and-duty analysis was not productive, though the fault was not with the salesmen. Salesmen actively pushed promotions which months later the customer had not received, and often no longer wanted. Country salesmen worked for a week on a deal which had been sold out the first day. Both customers and salesmen are dissatisfied when incidents of this type occur.

8. When invoices were not sent with the orders, the retailers raised serious objections which the salesmen could not answer. The retailer was either forced to allow the orders to remain unopened in his back room—often a small place, at best—or he opened the order with no way of checking its completeness or the price he should charge.

This type of list could be kept up almost indefinitely. The items discussed so far are those that were the most noticeable, and occurred enough times to be of general interest. Such a list of specific difficulties could be easily compiled by the sales manager, and used as a basis for discussion at sales meetings. In order to acquire this information, however, it is imperative that the sales managers actually spend time with the salesmen in the field. A job analysis can provide a large variety of general information for training salesmen, but the specific problems confronting the salesmen in any one house can be determined only by the sales man-

ager of that house through observing his salesmen at work.⁴ In this connection, one salesman said:

The sales manager could call on trade with the salesmen, at least once a year, to get a better picture of our difficulties and problems. (He should) pay more attention to the problems confronting a salesman, give more of his time to listening and correcting the difficulties. . . . It seems that the average sales manager has so many other duties to perform that he cannot give the proper amount of time to the problems of his salesmen.

⁴ Cf. Tosdal, Harry R., and Cunningham, Ross M. *What Salesmen Think of Sales Managers* (Boston: Sales Managers' Club, 1942-45), p. 19. Almost 42 per cent of 997 salesmen reported receiving visits from their sales managers once yearly or less, and 18.6 per cent reported receiving no visits.

CHAPTER VIII

THE JOB SPECIFICATION

This survey has until now been concerned with a study of the actual job of the wholesale drug salesman, with little indication of the practical use of the data. Three techniques have been employed in collecting the data. First, the job analysis, which is "an investigation and analysis of a work assignment, and the conditions surrounding it, to determine its requirements from an organizational standpoint."¹ This has been accomplished by the use of questionnaires to salesmen, executives, and retailers, plus observation and discussion with salesmen on the job. It has provided the basic information required for selection and much of the data necessary for training salesmen. In its present form, however, it is difficult to use effectively. The presentation has been essentially in the form of work sheets. The job specification given in this chapter summarizes the data in a simplified and usable form.

Second, use was made of the time-and-duty study, which has the same fundamental objectives of time-and-motion study in industry,² and has been defined by its developers as "a searching analysis of the salesman's work, made for the purpose of determining the best methods of performing his duties and developing accurate performance standards."³ The establishment of standards presents further facts necessary for training. As an integral part of the time-and-duty study, a difficult analysis has been prepared, based both on answers to questionnaires and observation of the salesmen while on the job.

Finally, it must be recognized that turnover of drug salesmen

¹ Davis, Ralph C., *Industrial Organization and Management* (New York: Harper and Brothers, 1940), p. 569.

² "(Time and motion study) being a technique for investigating and analyzing an operation or phase in the completion of a project to determine its requirements from the standpoint of operating economy and effectiveness." *Ibid.*

³ Nolen, Herman C. and Maynard, H. H., *Sales Management* (New York: The Ronald Press, 1940), p. 381.

is low—the average salesman has been at his job for ten years. If the wholesaler is to accomplish his training objectives, it is not enough to hire new salesmen and provide them with the proper background. He must attempt to train those men who will comprise the major part of his selling organization for years—the current sales force. The job analysis has shown what is included in the job of the salesmen. This, however, is not enough. Even though the sales manager knows what should be done, the nature of the job makes the determination of whether it is actually being done difficult. Unlike the factory employee, who can be judged largely on the basis of output, the sales manager needs more than the one objective measurement available to him—volume of sales—to guide him in training. This has been accomplished by what might be called a “man analysis”—a study of the capacity of the present sales force and in what ways it is failing to do an adequate job. Needs minus present capacity equals training required.

The remainder of this study is concerned with the use of the data that have been collected in solving some of the practical problems met in selecting and training salesmen.

THE JOB SPECIFICATION

The job specification presents the data collected in the job analysis written up in usable form.⁴ As such, it provides a ready reference for use in selection and training. It is divided into two sections: First, the actual requirements of the job of selling wholesale drugs, and second, what to look for in a salesman to meet the requirements of that job.

It was pointed out in the introduction that it is impossible to write an accurate job specification for an entire industry, for the

⁴Cf. Davis, Ralph C., *Op. Cit.*, p. 572.

There is little uniformity in the definitions of terms used in summarizing the data obtained from the job analysis. Where a distinction is made between job specification and job description, the latter is a complete statement of the findings of the job analysis, while the former is a brief summary for use primarily in selecting new employees. (See Jucius, M. J., Maynard, H. H., and Shartle, C. L., *Job Analysis for Retail Stores*. Columbus: The Bureau of Business Research, The Ohio State University, 1945, p. 64f.)

The United States Employment Service uses job schedule in lieu of job description, and defines job specification as “a product designed for a specific personnel activity—that of selection . . .” (*Training and Reference Manual for Job Analysis*. Washington: Department of Labor, United States Employment Service, 1944, p. 71.)

job specification is a statement of the demands of the job from an organizational standpoint, and will vary from firm to firm. The specification presented here is based on the objectives outlined in the introduction. Since the basic data are available in the job analysis, this specification can be readily modified to fit the objectives of each individual drug firm.

I. REQUIREMENTS OF THE JOB

A. KNOWLEDGE REQUIRED BY THE JOB

1. *Retail Advice and Assistance*

- a. Must understand and be able to explain to the druggist the fundamentals of store layout and arrangement, traffic flow, proper utilization of space, proper location of the soda fountain, the prescription room, etc.
- b. Must understand and be capable of explaining the principles of retail sales promotion, including display, departmentization, methods of securing prescription business, methods of making special promotions, etc.
- c. Must understand and be able to explain to proprietors, and particularly their clerks, the principles of retail selling, including selling points of merchandise, related selling, etc.
- d. Must be familiar with all the factors influencing the proper buying policy of his customers: size of store, type of owner, type of area, stock turnover, current advertising, etc.
- e. Must be capable of giving the retailer valid and unbiased advice on both the items to stock and the quantity to buy.

2. *Knowledge of Wholesaler's Stocks*

- a. Must have a general knowledge of some 15,000 products handled by the wholesale drug house.
- b. Must have complete and detailed knowledge of possibly 1,500 of the most commonly used of these products. This includes information as to cost, sizes, retail prices, number of items packed in a case, discount schedules, etc.
- c. Must have sufficient information about the merchandise he is selling to give the main selling points to the retailer and his clerks.
- d. Must have sufficient knowledge of the technical products of his house—pharmaceuticals, biologicals, drugs, etc.—to talk intelligently to the retail pharmacist.

3. *Knowledge of Salesmanship*

- a. Must be sufficiently familiar with the fundamentals of salesmanship to enable him to "sell" his customers on his ability to assist them to become more efficient merchants.
- b. Must know the most effective methods of presenting the merchandise he believes his customers should have.

4. *Miscellaneous Knowledge Requirements*

- a. Must be familiar with laws relating to the drug trade, including Fair Trade, the Pure Food and Drug laws, regulations governing the sale of narcotics and poisons, laws covering the collection of sales taxes, cosmetic and luxury taxes, etc.
- b. Must keep informed of all the major developments in the field. This covers developments, or changes, in all of the knowledge requirements, and can be accomplished only by reading the trade journals applicable to the drug trade.

B. RESPONSIBILITIES REQUIRED BY THE JOB

1. *Those Pertaining Directly to the Competitive Position of the House*

- a. Is largely responsible for the good-will of from 30 to 60 or more retail drug stores. Must handle tactfully all the problems arising from these stores, and adjust the difficulties.
- b. Is somewhat responsible for the competitive position of the accounts in his territory, particularly those for which he is the preferred supplier.
- c. Is responsible for opening up all new or inactive accounts in his territory.

2. *Other Responsibilities*

- a. Is responsible for a complete coverage of his territory, a task sometimes requiring long hours, and usually without direct supervision of any kind.
- b. Is responsible for keeping his catalog up-to-date, making necessary sales reports, and writing legible orders.
- c. Is responsible for much of the credit information supplied to the credit manager for the stores in his territory. Sometimes responsible for collecting past-due accounts.
- d. Is occasionally responsible for supervising the work of one or more junior salesmen, or for assisting in the field training of prospective salesmen.

C. CONDITIONS OF WORK

1. *Physical Requirements*

- a. Must spend several hours per day on his feet.
- b. Must carry sample and catalog case from his car to the store and back. The combined weight of the two cases may amount to a fairly heavy load, and the distance to walk be quite large in a city territory where parking space is difficult to find.
- c. Must be able to drive a car and spend considerable time in driving—up to 200 miles per day in some country territories. (The average distance driven by a country salesman was about 64 miles, his average time spent in driving was over two hours.)

2. *Health Hazards or Disagreeable Features*

- a. Danger of accidents ordinarily associated with driving a car.
- b. The nervous strain involved in all selling work.
- c. Exposure to weather in making several trips from his car to the store and back.

3. *Hours Worked*

The actual time spent is left largely to the discretion of the individual salesman. The following average figures give some idea of the times involved:

- a. The average city salesman spent a day of $8\frac{1}{4}$ hours.
- b. The average country salesman spent a day of about $10\frac{1}{4}$ hours.
- c. Ordinarily no selling is done on Saturday and Sunday. Sales meetings will usually take up one Saturday morning (or Friday night) out of four.

4. *Size of Territories*

- a. The average city salesman has between 40 and 50 accounts, and makes nine calls per day.
- b. The average country salesman has between 40 and 50 accounts, and makes seven calls per day.

5. *Speed and Accuracy Required*

- a. Dependent on the number of accounts he has to call on, the speed with which the salesman works is left entirely up to him. He must, however, be capable of taking an order rapidly, neatly, and with great accuracy. The large number of similar items carried by a drug warehouse makes guess-work in filling orders virtually impossible.⁵

D. WAGE PAYMENTS

(This section and the one that follows are based approximately on the plans used in one house, as a guide to the type of information which should be contained in this section. Each house should substitute its own data for that given here.)

1. *Method of Payment*—salary for training period, straight commission based on quota when salesman proves his ability as a regular salesman. A drawing account is available, if desired.
2. *Starting Salary*—\$200 per month or more, based on the amount of training required.
3. *Future Salary*—increases of \$25 after successful completion of each six months of training. Starting salary as salesman—\$300. Earnings as a full time salesman about \$5,500 per year, with the upper limit well above \$10,000.
4. *Payment of Expenses*—actual expenses paid by the house based on mileage driven, meals, hotel rooms, etc.

E. TRAINING AND PROMOTION

1. *Initial Training Period Lasts 65 Weeks for the Completely Inexperienced Trainee, and Includes:*
 - a. Forty-five weeks spent in wholesale warehouse and office.
 - b. Ten weeks spent in a retail store.
 - c. Four weeks spent at the city desk and as a telephone sales clerk.

⁵ A. B. Fisher, in his study on warehouse operations, found that many of the errors in the warehouse are directly attributable to improper order-writing on the part of the salesmen—particularly with respect to stating size (or number) of the item.

- d. Six weeks spent as sample-room salesman, with experienced salesmen in the field, and in relief work.
2. *Promotion May be Made:*
 - a. To better territories.
 - b. To assistant sales manager or sales manager.

F. SOURCES OF SUPPLY

1. College placement offices.
2. House employees
3. Retail drug clerks or pharmacists
4. Other salesmen calling on the drug trade

The first section of the job specification has presented the actual requirements for adequately handling the wholesale drug salesman's task. This provides the basic data necessary for the establishment of a training program; it also provides the data necessary to complete the second part of the job specification—the requirements of the worker—which is a necessary preliminary to selection of salesmen. Before setting down the requirements of the workers, however, it may be well to examine the requirements of the job in some detail.

Knowledge Required by the Job—The wide range of knowledge required for an adequate accomplishment of the salesman's job presents the sales manager with a difficult problem. Neither formal education nor experience alone provides the necessary background—both are essential. Yet in hiring a young man, it is virtually impossible to find both. The sales manager is faced with two alternatives. Either he must hire a man with the proper educational background and give him the house training he needs, or he must hire a man with the proper experience, and attempt to give him the background of formal education that he lacks. Certainly the average wholesale house is better equipped to handle the first alternative than the second.

There seems little doubt that a college education is a desirable requirement for work as complex as that required by the wholesale drug salesman. While it will be readily admitted that all the requirements shown in the job specification are not actually necessary to sell wholesale drugs, they are necessary to sell adequately under the objectives on which the specification was based. Further-

more, the salesmen, the retailers, and the executives agree that a college education is desirable.

The requirement of a college education for drug selling is not based entirely on the actual knowledge acquired through four years of college. Several other factors should be considered in evaluating the worth of a college education:

1. A college education is a selective process. The mere fact that a man has had the determination and resourcefulness to spend four years getting a degree indicates he has some of the requirements of the good drug salesman. This is particularly true if the man has worked enough to pay part or all of his way.

2. His college record provides a good indication of his ability and intelligence. Not only does his scholastic record offer a valuable guide, but a record of his extra-curricular activities gives some indication of his personality—his capacity for leadership and his ability to get along with people.

3. The great bulk of retail drug store owners are college graduates. While most of them would probably indignantly deny it, there is a very real snobbishness based on education. Any reader of a retail drug trade publication cannot fail to see the importance which the druggists place on their standing as professional men. The pharmacist is going to accept advice from an educational equal with far more readiness than from a high school graduate.

4. As a corollary to the above, the college graduate may have more self assurance than the non-college man. He speaks the same language as the druggist. At least three salesmen among those observed commented on their own ineptness in speaking and knowledge of grammar. While this may make little difference to the druggist, it definitely affects the assurance of the salesman himself. A man cannot dominate an interview and wonder at the same time whether he should be saying "I saw" or "I seen."

This study makes no attempt to show that high school graduates do not make good salesmen. Since the selection of new salesmen is so important and the losses entailed by improper selection so great, however, it does not appear to be wise to take

a chance on non-college graduates. The compensation now paid to the wholesale drug salesman is sufficient to induce college men to enter this field.

The type of college training required presents a further problem. It has been shown that the retailers and the salesmen agree that pharmacy provides the best background, while the executives are about evenly divided between pharmacy and business administration. An analysis of the job specification will be of assistance in determining this point.

From the job specification it can be seen that there are, basically, four types of knowledge required by the competent drug salesmen:

1. Knowledge of all phases of retail sales promotion and management.
2. Knowledge of stock—items, sizes, prices, deals.
3. Knowledge of products, particularly pharmaceuticals and chemicals.
4. Knowledge of salesmanship.

Much of the information required can only be secured through experience. But which type of schooling—pharmacy or business administration—seems to provide the best background for meeting those requirements which experience alone will not provide? The only requirement with which a knowledge of pharmacy is concerned is that the salesman know enough to be able to talk intelligently to the druggist about the pharmaceuticals and other prescription products he is selling. It certainly does not require four years of pharmacy school to acquire this information. Furthermore, the pharmacist presumably knows enough about pharmacy that he requires no advice from the salesman. The area in which the average pharmacist has had no training lies in those fields which a course in business administration covers. The salesman must be able to advise the druggist in all phases of retail sales promotion and selling. A four-year course in business administration, covering such subjects as accounting, economics, marketing, wholesaling, salesmanship, retailing, and advertising, will do much to provide the necessary background.

The value of experience in the prospective salesman has been somewhat slighted, largely because it was assumed that the young applicant graduating from college has had little time to acquire

this experience. Naturally, other things being equal, an experienced man is more valuable than one with no experience.⁶ Experience in any phase of the drug trade is valuable, but particularly experience in the actual operation of a retail store and in a wholesale warehouse. It is often possible, even when the choice is made from college seniors, to find men who have "grown up in a drug store."

Responsibilities of the Job—While the knowledge requirements of the job determine the education and experience needed, the responsibilities largely determine the personality characteristics needed by the salesman. Even though they are extremely difficult to appraise, they must be taken into consideration. The importance of these characteristics arises primarily from two factors: (1) The job is repetitive—the salesman must return to the same accounts regularly, and (2) the salesman works virtually without field supervision. The personality characteristics discussed here are those which can be determined, in some measure, by the sales manager. The list is not intended to be comprehensive, but includes only those which seem most important, based on the job analysis.

1. *Honesty and dependability.* The job of the wholesale drug salesman demands his return, week after week, to the same accounts. It would not take long for a retailer to discover any shortcomings in these characteristics. The druggist must be able to trust his salesman.

2. *Leadership or dominance.* This characteristic is important for two aspects of the salesman's job. If he is to advise and assist the retailer in his sales promotional work and to help him in training his clerks, he must have these leadership qualities necessary to secure acceptance of his ideas. In the second place, time is of vital importance to the salesman. The most noticeable dif-

⁶ Even this statement is subject to strict limitations. The experienced salesman will have his own ideas about how to sell—ideas which he learned years ago. For those houses which are planning to revise their sales approach in the direction of increased service to the retailer, the man with no experience may be easier to train than the experienced salesman. The army found that it could make expert riflemen out of men who had never handled a gun with more ease than it could of those with considerable shooting experience—the former had no bad habits to unlearn. One house, attempting to change the selling approach of its salesmen, met such resistance that one of its executives estimated it would take at least five years to succeed in its new approach.

ference between the best and the poorest salesmen was the degree with which they differed in dominating the interview. Good salesmen control the interview; poor ones often do not.

3. *Industry.* To do their jobs adequately, many salesmen must work long hours, particularly in a country territory. Yet, the salesman works almost entirely without direct supervision. It is a simple matter to slip into habits which result in little more than making an appearance in a store, and it is a very difficult matter for the sales manager to determine when this is being done.

4. *Initiative and resourcefulness.* Since it is the responsibility of the salesmen to sell through the druggist rather than to him, he must be able to meet the different conditions which will be found in each of his accounts. For example, the plan for preparing a baby-goods department presented by the sales manager must, of necessity, be general enough to be used in any store. The salesman must take this plan and adapt it to the specific needs and the possibilities of his individual accounts. It will take both initiative and resourcefulness to adapt the departmentization plan suggested in the next chapter to each account in a territory.

5. *Intelligence.* As the job of the salesman broadens, the need for more intelligence increases. The intelligence required in selling *through* a customer is much greater than that required in selling *to* a customer.

6. *Interest in selling.* It is virtually a truism that success in any job depends on a genuine interest in that job. The presence of all the attributes listed above can be negated by the absence of real interest in selling, while weakness in some of these factors may be overbalanced by unusual interest in the work.⁷

A second method of determining personality characteristics utilizes the various testing techniques which have been developed. Unfortunately, no general statement can be made concerning the value of any one test in selecting wholesale drug salesmen. Successful test batteries can be validated only by comparison of test scores and selling success in each particular type of selling.⁸ One

⁷ Cf. Rados, William, *How to Select Better Salesmen* (New York: Prentice-Hall, Inc., 1946), pp. 303-4, 327.

⁸ See *Selection of Sales Personnel and Aptitude Testing* (Conference Proceedings of the New York Chapter of the Society for the Advancement of Management, New York

large wholesale drug chain has prepared such a battery, which includes four tests. They are: (1) Personal Data Sheet Number 1—Incentive, (2) Personal Data Sheet Number 2—Interest, (3) Personal Data Sheet Number 3—Introversion-extroversion, and (4) The Wonderlic Personnel Test. For the average independent wholesaler, however, there may be more danger in using tests not specifically designed for his needs than in using no test at all.⁹ Only by cooperation, possibly through the National Wholesale Druggists' Association, can a validated test battery be prepared for the average independent wholesale druggist.

Conditions of Work—The working conditions determine the physical requirements to be looked for in the worker. It is apparent that the job of the wholesale drug salesman is not particularly exacting from a physical standpoint, and that any normal man is capable of doing the work. The only requirements are that the salesman be able to spend long periods on his feet, that he be able to carry a moderately heavy sample case, and that he be able to spend considerable time in driving a car. This would rule out only men with a serious physical defect of some kind. Since the applicant will undoubtedly undergo a physical examination, his fitness for the job can easily be ascertained.

While size of the salesman has little to do with his physical ability to do his job, many sales managers have definite opinion on the significance of either height or weight as a factor in selling success. Nothing in the time-and-duty analysis gave any indication that either was a factor, as the best salesmen seemed to vary as much in size as any other group. Tests which have been made show little correlation between height and weight and sales success.¹⁰ Even though illustrations can be given of companies who

City, June 14, 1945). The entire meeting was given over to a discussion of the place of aptitude testing in selecting sales personnel. The general conclusions were: (1) Aptitude tests have their place, but they should be used only as a guide, and (2) tests must be validated before they are used. An excellent discussion of the methods of validating tests is given in Rosenstein, J. L. *The Scientific Selection of Salesmen* (New York: McGraw-Hill Book Company, Inc., 1944).

⁹ "Too often tests have been designed and used when the number of salesmen involved was far too small to give a sound statistical base for the establishment of critical scores." (Maynard, H. H. *Reconversion on the Sales Front*. An address given before the Seventh New England Sales Management Conference, Boston, January 11-12, 1946).

¹⁰ Nolen, Herman C. *Sales Management Guide* (New York: National Wholesale Druggists' Association, 1940), Volume I, pp. 19 and 20.

have found that tall men make better salesmen,¹¹ it is doubtful if the same test would apply to a repetitive type of selling like that in the wholesale drug field. Certainly it should not be stressed, as long as extremes are avoided.

Other Requirements—In addition to those requirements which can be obtained directly from the job specification, other factors must be considered.

1. *Age*. No general statement can be made about the best age for hiring a prospective salesman—the decision must be based on the type of experience which the prospect can offer. If the applicant has had no experience, it would seem only sensible to hire a young man with a long productive life ahead of him, since the initial costs for training will be the same regardless of age. The wholesale executives apparently agreed with this line of reasoning, as shown in Table 60. The group was almost unanimous in

TABLE 60—BEST AGE FOR HIRING AN INEXPERIENCED SALESMAN,
AS INDICATED BY WHOLESALE DRUG EXECUTIVES

Best Age	Number of Executives	Per Cent of Executives
No rule	1	1.2
Below 23	1	1.2
23 - 27	36	43.4
28 - 32	34	41.0
33 and over	2	2.4
No answer	9	10.8
Total	83	100.0

Source: Wholesale drug executives' questionnaire.

agreeing that the 23 to 32 age bracket was the best age. When asked what they considered the maximum age for starting an inexperienced salesman, almost half thought that about 35 years was the maximum, one-fourth thought 40 was the upper limit, while only 16 per cent thought an inexperienced man over 42 should be hired.¹²

The best age for selection and starting the inexperienced salesman has nothing to do with the most productive years in the life of the average wholesale drug salesman. Table 61 shows a com-

¹¹ See, for example, Saul Poliak, *Rebuilding the Sales Staff* (New York: McGraw-Hill Book Company, 1947), p. 179.

¹² Based on data from questionnaires on file at Ohio State University.

- ¹⁸ Nolen, Herman C., *Sales Management Guide* (New York: National Wholesale Druggists' Association, 1940), Volume I, page 68.

CHAPTER IX

APPLICATION OF THE DATA

The preparation of the job specification completes the major purposes of this study, which were: (1) To provide a basis for more scientific selection of salesmen, and (2) to provide data to be used in more effective training methods. Supplementary uses of the data include their application to the problems arising from compensating and, particularly, supervising the salesmen. While the actual preparation of a selection or training program lies outside the scope of this study, it may be well to examine briefly the methods by which the data can be applied to these problems. The use of the data in training will be considered in some detail, since this will serve to bring together the findings scattered throughout the job analysis and the time-and-duty study.

SELECTION OF SALESMEN

The first major purpose of the job analysis is to provide a basis for more scientific selection of salesmen. This is one of the most difficult single tasks the sales manager faces. Most wholesale drug firms are small—the largest in the country has only about 45 salesmen, while the average has only 11. The sales manager of the average house is not merely selecting another employee, he is selecting a man to be responsible for almost 10 per cent of the future sales of his firm, one to whom he plans to turn over a major share of the responsibility for an average of 45 customers. He expects to invest up to \$10,000 in training this man, and, after training, about \$6,000 a year in compensation.

Furthermore, the small size of the average house removes much of the impersonal attitude of large organizations, and makes getting rid of the poor salesmen an unpleasant task—one that may be put off indefinitely. Several of the salesmen observed in the time-and-duty analysis were obviously not suited for their work, and this fact was recognized by the executives. The reasons given

for keeping these men varied. The important fact is that they were retained, even though their inefficiency was known. While it will not solve the present problem, the obvious solution for the future is more careful selection.

The benefits of proper selection are obvious. Unfortunately, the dollar costs of improper selection are not so obvious. Not only does poor selection lead to increasing the costs of distribution in general, but the losses to the individual firm entailed by the improper selection of even one salesman are enormous. If it were possible to measure what the salesmen are not doing instead of what they are doing, some surprising results would undoubtedly be obtained. One sales manager remarked about a salesman whose work under observation seemed particularly inept, "It is probable that a good salesman would get twice the business from that territory." This particular man's sales amounted to \$127 thousand during the first six months of 1946. Assuming a better salesman could have obtained even half as much in increased sales as the sales manager estimated, it would have amounted to over \$60 thousand, and would have increased the total sales of the firm by about four per cent. If this salesman spends 25 years at his job, he will have cost the firm one year's business! This illustration is obviously rough; but if the same type of reasoning were applied to all below-average salesmen now employed, the enormous cost of improper selection would be made evident.

Not only does the improperly selected salesman fail to make sales, he is liable to lose orders through loss of retailer good will. Poor selection leads to higher turnover rates. It is undoubtedly true that few salesmen work effectively when they first begin calling on an account. This may merely result in loss of immediate sales, mentioned above, or it may lead to loss of good will which the house has built up through years of effort.

Recognition of the importance of proper selection is the first step toward scientific selection. The job analysis provides the data for the next step—the determination of the characteristics to look for in a prospective salesman. This has been presented in summary form in the job specification. The job specification is not a method of selecting salesmen, but is a yardstick against which can

be measured the data secured in the final step in selection—the use of scientific methods to secure information about the characteristics of the applicant. Available methods for getting this information include:

1. The application blank.
2. A check of references given by the applicant.
3. A check of previous employers or school records.
4. Interviews with executives.
5. Rating sheets.
6. Various psychological tests.

That these available methods are widely used at present is shown by Table 62. While rating sheets and tests are used by only

TABLE 62—METHODS NOW USED BY WHOLESALE DRUG EXECUTIVES
IN SELECTING SALESMEN

Method	Number of Executives	Per Cent of Executives
Interview	79	95.2
Check References	76	91.6
Check Previous Employers	76	91.6
Application Blank	73	88.0
Rating Sheets	53	63.9
Psychological Tests	50	60.3
No answer	2	2.4
Total	83	100.0

Source: Wholesale drug executives' questionnaire.

about 60 per cent of the executives, the remainder of the methods are used by about 90 per cent or more. The relative importance placed on the various methods is indicated by the fact that 36 executives thought the most important method was a check of references given, 30 believed the interview the most important, while only 14 gave primary importance to the tests, and 11 mentioned one of the other methods.¹ The above methods of selection are all valuable in securing information about various characteristics in the applicant for a selling job. Regardless of the methods used, however, their value will be largely nullified if the sales manager does not know precisely the qualities for which he is looking. The job analysis has provided a detailed study of these qualities.

¹Based on data from questionnaires on file at Ohio State University.

TRAINING

The second major purpose of the present study is to provide a basis for more effective training of wholesale drug salesmen. While no attempt is made here to establish a training program nor to indicate, except in a general way, the content of such a program, it seems advisable to discuss in some detail the methods by which the data in this study can be used as a basis for training.

The Need for Training—The first consideration in establishing a program is the recognition on the part of the house that a need for training exists. Unless this has been clearly established, the executives responsible for the program and the salesmen who are being trained will show a half-hearted interest that will largely negate any value that may otherwise accrue. The need for training should not be based on the vague belief that training is the thing to do, but on definite needs which objective analysis has shown to exist.

The present study has clearly established the need for training in the wholesale drug industry, based on the opinion of the two groups best qualified to know these needs—the salesmen, themselves, and the retail druggists whom they serve. A large majority of the salesmen clearly indicated that they felt the need for training. As shown in Chapter II, 70 per cent gave a definite affirmative when asked: Do you feel that you need additional training? Only 24 per cent thought they were already sufficiently well trained. Recognition of the need for training is clearly present in the group whose attitude will be of the most importance in determining the success of the program. Furthermore, the retailers have clearly indicated their interest in a program of training for the salesmen who call on them by showing in what areas the present sales force is lacking in adequate knowledge and by suggesting the subjects in which additional training is needed.

Objectives of the Training Program—Before any training program should be attempted, it is imperative that specific objectives be kept firmly in mind. Training for the sake of training is of little value. While it is undoubtedly true that all sales managers have the same ultimate objective—to increase sales—specific methods of achieving this ultimate objective must be formulated.

Again, it should be repeated, all the suggestions made in this report are based on the general service objectives stated in the introduction, and carried through on the list of requirements given in the job specification. Briefly, these requirements are: that the wholesale drug salesman have sufficient knowledge of his own merchandise, of the problems of the retailer, and of retail sales promotion methods to enable him to sell through the retailer rather than to him. These requirements, by restatement, can be made into the specific objectives of the training plan, namely, to teach the salesmen to sell more merchandise by giving them:

1. Training in retail sales promotion.
2. Training in retail buying problems.
3. Training in knowledge of the products they are selling.
4. Training in how to sell these products.

These objectives would not be the objectives of the entire industry. The head of one important house stated: "There are two kinds of selling—creative and competitive. Right now competitive selling is the more important. Creative selling (creating a market through helping the druggist) may be all right, but there is no assurance that the salesman will get the repeat business. Competitive selling is more important—that is, getting an order that the druggist is going to give to someone else. Don't waste time." It is obvious that the job specifications presented in this study must be substantially modified to fit the general service objectives of the house represented by this executive. It likewise follows that the training required by a salesman of this firm would differ radically from the training given by one following the general service objectives of this report. Of the statement of specific training objectives given above, only training in salesmanship and product knowledge would be applicable.

Information contained in earlier chapters indicates that selling through the retailer really represents the objectives of the industry. In the first place, it was shown that 87 per cent of the retailers want advice and assistance from the salesmen. This, of course, is far from conclusive. The wholesale drug house is not a service institution, but a regular business organization run for profit. Presumably the salesmen and the executives, in answering

the questionnaire, were basing their answers on profit possibilities in following such a course, and both agreed with the retailer. Ninety-two per cent of the salesmen thought that dealer assistance was a part of their work, and exactly the same proportion of executives stated that they, too, thought it was a part of the salesmen's job. The specific training objectives given above appear to meet the requirements of at least 90 per cent of the industry.²

Subject Matter for Training—Having determined the need for training and set down the specific objectives of the training program, the next step is to establish the content of the courses in which training is to be given. First, the necessary background knowledge must be covered. Again, the retailers and the salesmen supply the subjects in which instruction is needed. Referring to Chapter II, it is found that the following subjects were given by the retailers in answer to the question: If your wholesaler should start a training program for his salesmen, what two subjects should he teach in order that your salesman could serve you better?

1. Subjects which are included under service to the retailer
 - a. Retail sales promotion and display—mentioned 234 times
 - b. Retail management—mentioned 50 times
 - c. Clerk training—mentioned 45 times
 - d. How to work in retailer's interest—mentioned 43 times
2. Subjects which are included under knowledge of his own merchandise
 - a. Knowledge of deals, stocks, prices, etc.—mentioned 129 times
 - b. Product knowledge—mentioned 98 times
3. Salesmanship. This was largely ignored by the retailers.

The subjects for study given by the salesmen bear a close resemblance to the subjects suggested by the retailer. Below is the list of subjects given by the salesmen when they were asked: If

² Cf. Beckman, T. N., and Engle, N. H. *Wholesaling Principles and Practice* (New York: The Ronald Press Company, 1937), p. 155. "Since the wholesaler's welfare, in fact, his very existence, depends, in the last analysis, upon the success of his customers, it behooves him to render to the retailer whatever assistance he can in the solution of his merchandising and store management problems. It is, of course, the wholesaler's first duty to supply the retailer with a well-rounded stock of good merchandise, but with this his task is but partially accomplished; it is not complete until he has provided the retailer with a merchandising service which enables him to maintain a satisfactory stock turn, i.e., to sell his goods at a profit within a reasonable length of time."

you were to be offered additional training at the present time, what two types would be of most value to you?

1. Subjects which are included under service to the retailer
 - a. How to assist retailer in sales promotion, display, etc.—mentioned 220 times.
 - b. Training in retail operations—mentioned 48 times.
2. Subjects included under knowledge of his own merchandise
 - a. Technical knowledge of the products he sells—mentioned 180 times
 - b. House training in items, sizes, and prices—mentioned 137 times
3. Salesmanship—mentioned 220 times.

Methods of Increasing Sales—Some additional attention should be given to the last-mentioned subject—salesmanship. The idea that salesmen are born, not made, and that selling could not be taught has been largely exploded. As one student of sales management says:

To those who realize that sales success comes as a result of the application of certain fundamental principles, there has come an understanding that salesmanship, like many other subjects, is a field which can be reduced to a series of sound principles based on observation.³

The purpose of the time-and-duty study is to provide some of these principles which will result in more efficient selling by wholesale drug salesmen. Three basic principles have been determined, which are restated from Chapter VI. They are:

1. The more items mentioned per call, the larger the number sold. This has been shown conclusively. When less than ten items were mentioned in a call, only an average of 1.4 items were sold. When the number of items mentioned rose to from 10 to 19, the average number of items sold rose to 3.3. When the number of items mentioned increased to 50 and over, the number of items sold jumped to 9.4. This seems so simple it is almost a truism, yet in almost one-third of the calls made less than 10 items were mentioned per call, and in 55 per cent of the calls less than 20 items were mentioned. When it is considered that each of

³ Nolen, Herman C. *Sales Management Guide* (New York: National Wholesale Druggists' Association) Vol. I, p. 52. A similar idea was expressed by Ralph E. Cooper when he said, "Proficiency in selling is acquired by diligent work and research; it is not implanted by nature." (Cooper, Ralph E., "Three Popular Fallacies about Salesmen," *Printers' Ink*, Oct. 12, 1945), p. 129.

these items sold represents an average of \$8.92 in sales, the increase in sales by selling only one more item per call will amount to approximately \$17,000 in one year.

2. The more time spent in selling per call, the greater the amount of sales. It was shown earlier that when less than 5 minutes were spent per call, an average of only \$13.09 in sales resulted. When selling time increased to from 5 to 9.9 minutes, average sales jumped to \$31.40, and when selling time increased to 30 minutes and over, average sales per call amounted to \$100.19. This again appears to be almost a truism, yet less than 5 minutes were spent in almost one-third of the calls, and less than 10 minutes of selling time were given to 54.1 per cent of the calls. It should be noted that all of the calls considered here were calls in which an interview was secured.

3. The more genuine sales arguments given, the larger the proportion of sales. An average of 54.1 per cent of all real sales arguments were successful, while only 12.5 per cent of those items mentioned in routine fashion were sold. Of all sales arguments used, those based on a shortage disclosed by a physical stock check were the most successful with sales resulting in 68.4 per cent of the attempts. Particularly noteworthy was the fact that results were almost identical for both the best and all other salesmen. The best salesmen sold successfully 53.8 per cent of the items about which a real sales argument was given, all other salesmen sold 54.3 per cent; the former sold 12.7 per cent of the items mentioned in routine fashion, the latter sold 12.4 per cent. While it is true that the best salesmen sold a greater proportion of their total attempts, the explanation lies in the fact that they used a greater proportion of real sales arguments.

While the suggestions mentioned above appear to be practical methods of increasing sales, they present one major problem—all increase the amount of time which the salesmen must spend in promotional selling. The difficulty analysis has shown that a major difficulty which the salesmen encounter is in finding time to do the amount of selling they now do. Also, by a comparison made with an earlier study, this shortage of time appears to be, not a current difficulty, but a continuing one. The problem, then,

appears to be that of finding a method or methods of increasing the essential time spent per day by the salesmen without increasing the length of the total day.

METHODS OF INCREASING ESSENTIAL TIME

1. *Utilize waiting time.* The average city salesman spent 10.1 minutes per call in waiting for the interview to begin and in waiting during interruptions; the average country salesmen spent 13.9 minutes. In both cases, this exceeds the amount of time spent in promotional selling. If some of this time could be utilized in selling or other essential activities, the effectiveness of each call could be increased with no increase in its length. This can be accomplished with relative simplicity.

a. Waiting time can be utilized in checking stock. It has been shown that 17.1 per cent of the salesmen have the privilege of checking stock, without asking permission, in all their accounts, and that 67.4 per cent have this privilege in 50 per cent or more of their accounts. If an average of only 5 minutes of waiting time per call is used in this fashion, the average amount of promotional selling time would be increased by about 50 per cent. Furthermore, an argument based on a shortage disclosed by a physical stock check was effective in over two-thirds of the cases in which it was used, an appreciably larger percentage than that achieved by any other type of argument. Yet the salesmen observed physically checked an average of less than one item per call.

b. Of somewhat less importance, waiting time can be transformed into essential time if the salesman utilizes the period of waiting to copy the want book order. This has two additional advantages: (1) The salesman has time to consider related items, available deals, etc., and (2) the retailer, who is inclined to think of the time spent on the want book as part of the sales interview, feels free to give the salesman more time for actual promotional selling. While various factors enter into obtaining the privilege, it seems reasonable to suppose that it could be acquired at least in those accounts in which the salesman is customarily given all the items on the book. It was shown earlier that almost half of a relatively small sample of salesmen indicated that they now have this privilege in at least 60 per cent of their accounts.

c. Waiting time can be utilized in training clerks. Over half the retailers answering indicated that clerk training was one of the three most important types of advice and assistance wanted from their wholesale drug salesmen, yet only two of the 70 salesmen observed made any attempt to advise the clerks during waiting time, and only one had a definite program of this nature.

2. *Decrease waste time.* Not only can nonessential time be converted directly into essential time, as shown above, the amount of time available for essential activities can be increased by decreasing waste time. This includes:

a. Reduce general conversation. By definition, general conversation is that type of conversation which is related neither directly nor indirectly with the selling task. While a certain amount may be essential for maintaining the good will of the retailer, many salesmen spend more time in idle talking than in selling. Thus, it was shown that three of the best salesmen found it possible to spend approximately eight times as many minutes in promotional selling as in general conversation, whereas a group of three poorer salesmen spent only about two-thirds as much time in selling as in general conversation. While the average of 16.4 minutes spent per day in general conversation by these best salesmen may be essential, it is extremely doubtful if the 74.2 minutes per day so spent by the three poorer salesmen is equally essential.

b. Eliminate idle time. While of relatively little importance—it averaged only slightly over two per cent of a call—it still amounted to approximately half the time spent in selling from samples and was, in all cases, time when the dealer was available for the selling interview.

3. *Increase efficiency of routing.* The average city salesman spent 25.0 per cent of his total day in traveling, the average country salesman, 23.0 per cent. Much of this travel time is necessary, but three areas are available for increasing the efficiency of the salesmen in this respect. They are:

a. Reduce the number of trips made to the wholesale house. It was common for city salesmen to visit the house before making the first call, make one or more trips to the house during the day, and return there at night after completing their calls. One city

salesman drove over 80 miles and spent 207.7 minutes in travel time in one day. Sixty-eight of these miles were used in visits to the house.

b. Investigate the sequence of calls made by the salesmen. It was not unusual to find salesmen making consecutive calls on opposite sides of the city. A careful check by the sales manager could eliminate much of this unnecessary travel time.

c. Eliminate overlapping territories. Numerous occasions were noted in which different salesmen called on stores on opposite corners of the street. One house had four city salesmen, all of whom made calls in every section of the city. It was not unusual to find two salesmen calling on accounts in the same small town. In addition to their other disadvantages, overlapping territories result in increased travel time and decreased time available for essential activities.

4. *Reduce excessive calls made per day.* In general, the more calls a salesman makes in a given period, the greater will be his proportion of nonessential time and the smaller his proportion of essential time. This was explained in some detail in Chapter V, but can be summarized briefly here. Increasing the number of calls in a given period decreases the time available for each call. Since there is nothing in increasing the number of calls, which will, in itself, decrease the amount of nonessential time spent, the decreased call length results in a proportionately greater decrease in essential time. Since certain elements of essential time tend to remain constant, i.e., writing the want book order and making adjustments, the greatest decrease will occur in promotional selling. Thus, it was shown that increasing the number of calls from eight to ten in an eight-hour day would tend to decrease the amount of essential time per call by as much as 50 per cent, and the amount of time available for promotional selling by an even greater percentage.

Several of the suggestions given above, particularly those pertaining to increasing routing efficiency and reducing excessive calls, are more accurately a problem of supervision than training. Since they are all methods of increasing, either directly or indirectly, essential time at the expense of nonessential time, it was thought advisable to include them in this section.

Difficulties Faced in Training Present Sales Force—The discussion so far has covered a wide range of subject matter in which training could and should be given. It has, however, offered no practical way in which these training needs can be fulfilled, nor has it given any real recognition to the very practical difficulties lying in the way of such fulfillment. In the first place, the sales manager has an opportunity to get his salesmen together only once a month, on the average. The total time available to him does not exceed six hours per month, and often it is much less than that. Out of these six hours he must find time to give his salesmen the selling program for the next month, explain the deals, the selling points of the various items that are being promoted, and listen to comments from the salesmen. He will probably allot a half hour to one or two manufacturers' representatives to explain their own products, and he must take some time in discussing the progress of the salesmen, passing out bonus checks or distributing prizes, and so on. The amount of time available for a broad training program covering the subjects listed in the job specification is indeed very limited.

In the second place, he has before him a group of men whose backgrounds vary widely. While the college graduate might listen with interest to a discussion of a college text on wholesaling principles and read outside assignments in such a text with understanding, the grade school graduate might find such a discussion incomprehensible.

In the third place, the sales manager is a busy man. He has, on the average, about 11 salesmen to supervise, in addition to all the work involved in handling the sales problems for his house. Furthermore, he probably got his position because of his success as a salesman and may have neither the interest nor the ability to discuss anything except the direct problems involved in selling the promotions planned for the following month. While text books may talk glibly of training supervisors, any training done in the average wholesale house will be done by the sales manager. He probably will not have even an assistant sales manager to help him.

Finally, the most important problem faced in any training

program is the fact that the salesmen work virtually without field supervision. Regardless of what the salesman is told, once he leaves the classroom he is relatively independent. One of the cardinal principles of wholesale drug selling for years has been to sell by checking stock. Any salesman will agree that the best method of selling standard merchandise is to check stock. Yet the 70 salesmen studied in the time-and-duty analysis physically checked less than one item per call. Furthermore, houses observed in the time study varied from one whose objectives are based almost entirely on service to the retailer to the one mentioned earlier in this chapter whose executive head said only competitive selling is worth-while. Yet, insofar as could be determined from observation, the salesmen of both houses worked in exactly the same manner.

A Suggested Solution—Bearing these difficulties in mind, a practical method of achieving most of the objectives of a training program would seem to lie in one based on group selling. The simplest method of attacking any problem is to break it down into its component parts and attack each part individually. The breakdown, in this case, is into the various departments going to make up the stock of the retail drug store. As given in the *Sales Management Guide*, these are:⁴

1. Pharmaceutical and prescription specialties
2. Oral Hygiene products
3. Cosmetics and toiletries
4. Surgical dressings and sick room supplies
5. Baby merchandise
6. Proprietaries
7. Feminine hygiene items
8. Photographic supplies
9. Sundries
10. Fountain supplies
11. Candy

Group selling, as envisioned in this study, is not something to be added on to present selling methods, but involves at least a partial readjustment of these methods. It would mean the dropping of the present "shot-gun" approach to selling the 13,000 or

⁴Nolen, Herman C., *Op. Cit.*, p. 48.

so items found in the retail drug store, and concentrating sales for each month on one department only. Instead of an unheeded admonition to "be sure and check stock," it would base the entire sales approach on checking stock for a specific department each call.

Group selling would be based on a departmentization program—a program designed to give the retailer advice and assistance on sales promotion for one department each month. Before each sales meeting the sales manager would collect all the available information about this one department. This might include:

1. The relative importance of this department.
2. The approximate sales the retailer should be realizing, based on store size.
3. The major items that should be stocked.
4. Based on store size, the number of items that should be stocked.
5. A practical and cheap method of building a department featuring these items.
6. Methods of promoting the sales of the items in the department and the selling aids available from various suppliers.

The sales meeting would be given over to a discussion of this one department. Methods of constructing the display would be explained—if possible, based on one which the sales manager had had constructed for use at the meeting. The major items of the department would be discussed, selling points given, deals explained. The salesmen should know in advance the department under consideration, and could make suggestions or raise problems that might be encountered.

For presenting the program to the druggists, the salesmen should be given a folder showing the major facts mentioned above. It should include a picture of the proposed department and samples of selling aids available. Possibly most important of all, stock check sheets should be prepared. These should include:

1. The major items that should be found in the department.
2. A suggested inventory for a store with annual sales of \$20,000.
3. Space for recording the retailer's present inventory.
4. Space for recording the retailer's order.

The time-and-duty analysis has indicated how nonessential time can be utilized for productive selling through stock check-

ing. It has also been shown that the privilege of checking stock without asking can be acquired in the great majority of accounts. These two facts form the basis for the group selling program. Under this plan, the salesman would immediately take a physical check of the items on his list as soon as he enters the store, regardless of what the retailer is doing. When the interview has begun, the salesman will be prepared to present the departmentization plan, explain methods of constructing the display, show the customers the selling aids available, and point out his deficiencies in stock, as evidenced by the physical stock check he has already made. It has been shown that actual stock checking is the most effective of all methods of selling.

This program meets the major objectives of the training program, as derived from the job specification. Department by department, the salesman is given information on how to assist the retailer in deciding on his buying needs and how to help the retailer sell the merchandise he has purchased. It provides a method of selling that has proved successful and forces the salesman to use it, since a report can be required from each call at which the salesman fails to take a physical inventory. Finally, it provides the salesman with detailed product information about sizes, prices, and deals associated with the times in the department being promoted. Once the salesmen have acquired the privilege of checking stock, the group selling program will be relatively simple to operate.

No attempt has been made in this study to prepare a complete training program although the job analysis is being used as the basis for the preparation of such a program. Group selling, however, presents a practical and fairly easy method of achieving most of the objectives disclosed by the job specification. While it is probably not feasible to prepare a complete departmentization plan more than once per month, the group selling idea, with its stock check list, could be used on every call, centered around other major promotions being made during the month.

SUMMARY

The major purpose of the present study has been to provide a basis for more scientific selection and training of salesmen. To

this end, the job specification sets up specific characteristics to look for in selecting salesmen while the group selling program meets the major training needs of the present sales force. The use of the basic data is not, however, limited to the two fields mentioned above. Training and supervision are merely two aspects of the same thing—the group selling program provides a ready method of supervision, based on a study of the stock check lists turned in for each account. Similarly, since the compensation of salesmen is presumably based on their achievements, the job specification provides a basis for judging these achievements.

CHAPTER X

OTHER ASPECTS OF THE WHOLESALER- RETAILER RELATIONSHIP

This report has been primarily concerned with the job of the wholesale drug salesman. As a result, his importance has undoubtedly been emphasized at the expense of other aspects of the relationship between the wholesale druggist and his customers. It must be realized that the salesman is but one link in this relationship. A customer can as easily be alienated by a house executive as by a salesman. As one retailer said: "You are asking the wrong questions. The salesmen are all right. It's the home office that is 'hard-boiled' and disinterested." It may be well to examine briefly some of these other factors going to make up this relationship. Why does the retailer give the major share of his business to one wholesaler in preference to others in his area?

The answers the retailers gave to this question produced some surprising results, as shown in Table 63 and graphically pictured

TABLE 63—REASONS FOR BUYING FROM MAJOR WHOLESALE DRUG
SUPPLIER, AS INDICATED BY RETAIL DRUGGISTS

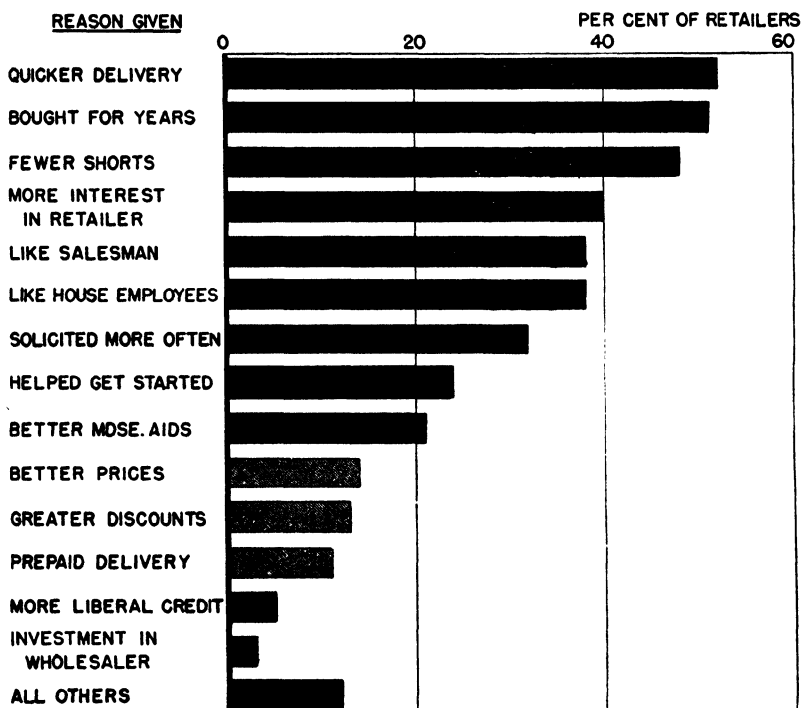
Reason Given	Number of Retailers	Per Cent of Retailers ^a
Quicker delivery	281	52.4
Bought for years	273	50.9
Fewer shorts	257	47.9
More interest in retailer	216	40.3
More congenial house employees	206	38.4
Like salesmen better	202	37.7
Solicited more often	172	32.1
Helped get started	128	23.9
Better merchandising aids	111	20.7
Better prices	76	14.2
Greater discounts	70	13.1
Prepaid delivery	60	11.2
More liberal credit	25	4.7
Investment in wholesaler	18	3.4
All others	65	12.1

^a Based on 536 retailers answering.

Source: Retail druggists' questionnaire.

in Chart 20. It is readily apparent that other factors besides his attitude toward his salesman weigh heavily in the retailer's decision. Only 37.7 per cent of the retailers stated that the reason they bought from their major supplier was based on a liking for the salesman. Much more important were such service factors as

CHART 20 — REASON GIVEN BY RETAIL DRUGGISTS FOR GIVING ONE WHOLESALE THE MAJOR SHARE OF THEIR BUSINESS
UNITED STATES, JUNE—AUGUST, 1946



Source: Table 63

quicker delivery, with 52.4 per cent of the retailers mentioning it, and fewer shorts, with 47.9 per cent giving it as a factor. Particularly noteworthy is the fact that loyalties are apparently developed from long contact with one wholesaler—over half the druggists mentioned as a reason for giving their major supplier the bulk of their business the fact that they had been trading with

him for years. Also high up on the list is a belief that their major supplier is more interested in their problems than are other wholesalers. It should not be inferred from this table that the salesman is relatively unimportant. Judging from the uniformly high rating given these salesmen (see Chapter II), it seems more probable that the differences among the salesmen calling are not great enough to weigh heavily in the retailer's mind.

Far down the list are the three items directly concerned with price. Only 14.2 per cent of the retailers gave price as a factor, 13.1 per cent mentioned greater discounts, and 11.2 per cent suggested prepaid delivery. It is obvious that most retailers consider other factors of much more importance than price. Two retailers summed up the general impression obtained from many retailer questionnaires. One said:

Although not a Rotarian myself, it has always seemed to me that their motto is ideal for service wholesalers: "He profits most who serves best," or words to that effect. Unless the retailer is prosperous, the wholesaler cannot hope to prosper.

The comment of the other retailer was in a similar vein:

Since wholesalers can't compete in price with direct buying, it is our opinion that they should give as good service as possible since that is the only claim they have for our business. They should also carry more complete lines to supply the modern retail druggist, and if they don't have an item, they should make some attempt to buy it from some other place in order to complete our order.

My idea of the ideal drug salesman is one who spends more time helping us with our display and selling problems and less with writing up our orders. The orders will take care of themselves.

We have good wholesalers and are satisfied with them—but we know they could get more of our business if they would do some of the above things.

The major part of this report has been concerned with how the salesman can improve his service to his customers. It is evident, however, that many retailers look to the house itself, rather than the salesmen, for improved service. Table 64 and Chart 21 show the items suggested by the retailers in answer to the question: What can your wholesale druggist do to improve his service to you? Of the four most commonly mentioned methods of improvement suggested, two deal directly with improved service

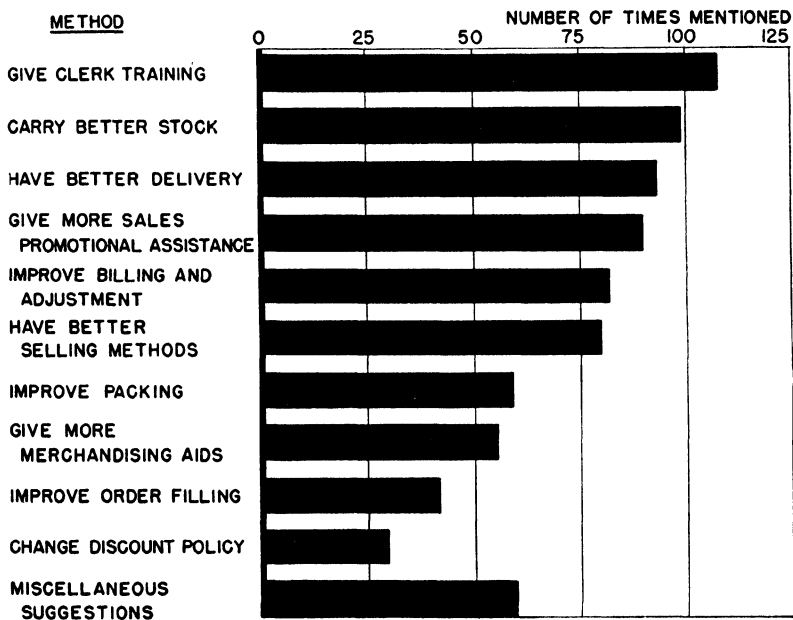
while the other two are concerned with selling advice and assistance. Over one hundred retailers suggested that the wholesaler should provide training for the retail clerks, while 90 suggested

TABLE 64—METHODS OF IMPROVING THE SERVICE OF WHOLESALE DRUG FIRMS, AS INDICATED BY RETAIL DRUGGISTS

Improvement	Number of Retailers
Give Clerk Training	107
Carry Better Stock	99
Have Better Delivery	93
Provide More Sales Promotional Assistance	90
Improve Billing and Adjustment	82
Have Better Selling Methods	80
Improve Packing	59
Give More Merchandising Aids	56
Improve Order Filling	42
Change Discount Policy	30
Miscellaneous Suggestions	60

Source: Retail druggists' questionnaire.

CHART 21 — METHODS BY WHICH WHOLESALE DRUGGISTS CAN IMPROVE THEIR SERVICE, AS INDICATED BY RETAIL DRUGGISTS
UNITED STATES, JUNE - AUGUST, 1946



Source: Table 64

that the wholesaler should increase his sales promotional assistance. The comments given in the appendix show clearly that many retailers look directly to the wholesaler rather than his salesman for this type of help. One retailer said:

This aid is of such a delicate and confidential nature as to place it beyond the scope of the average salesman. It is a job for a specialist—a tactful man who knows where to stop—one who will respect confidences, even though it may mean withholding some information from his employer. Without the complete confidence of the retailer, it is nearly impossible to get basic facts so necessary in arriving at necessary decisions . . . Such a program would be expensive, but I feel that in the long run it would pay excellent dividends in cementing wholesaler-retailer relations.

While sales promotional assistance is important as a method of improving service to the retailer, it is also evident that improvement in the actual operations of the wholesale house is almost equally desired. Particularly important as a means of improving operations is the carrying of more adequate stocks. The retailers, in suggesting this, were not concerned with the shortages about which the wholesaler can do nothing. Their concern was about shortages of available merchandise which either was not carried, was allowed to get out of stock though customarily carried, or was a new item which the wholesaler failed to stock soon enough. The shortages in pharmaceuticals, chemicals, and other prescription room items caused the greatest concern, but several also mentioned sundries, toiletries, and new merchandise of all types.¹

Also of some importance to the retailers were improvements in delivery, improvements in billing and adjustments, and improvements in the selling methods of the house. The most common complaint registered under billing was that the wholesaler failed to include the invoice with the shipment of merchandise, the next most common was that adjustments of errors, particularly those made by the wholesaler, were too slow. Both of these complaints were noticed repeatedly during the course of the time-and-duty study.

The salesmen, too, were concerned largely with the service the house provided its customers. Table 65 and Chart 22 show the results when the salesmen were asked: What could your house do

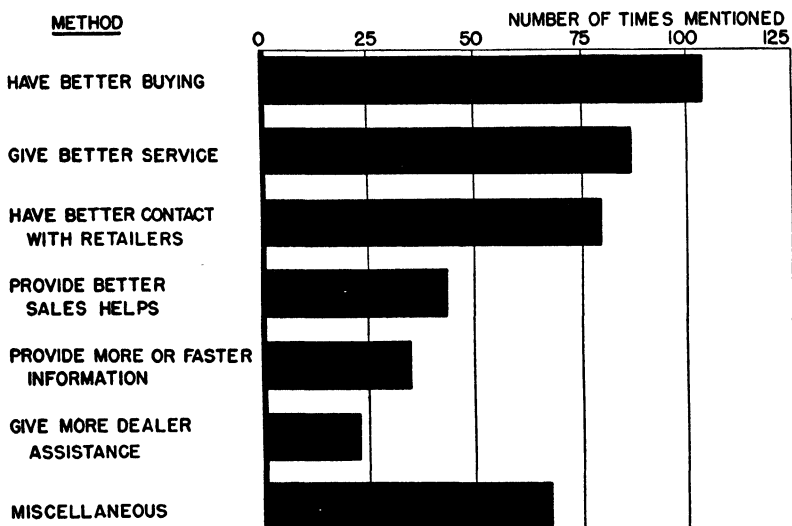
¹ Based on data from questionnaires on file at Ohio State University.

TABLE 65—METHODS BY WHICH THE WHOLESALE HOUSE COULD ASSIST SALESMEN IN SELLING MORE EFFECTIVELY, AS SUGGESTED BY WHOLESALE DRUG SALESMEN

Type of Suggestion	Number of Times Mentioned
Have Better Buying	103
Give Better Service	87
Have Better Contact with Customers	80
Provide Better Sales Helps	44
Provide More or Faster Information	35
Give More Retailers Assistance	23
Miscellaneous Suggestions	68

Source: Wholesale drug salesmen's questionnaire.

CHART 22 — METHODS BY WHICH WHOLESALE DRUG FIRMS COULD ASSIST THEIR SALESMEN IN SELLING MORE EFFECTIVELY, AS INDICATED BY WHOLESALE DRUG SALESMEN, UNITED STATES, JUNE–AUGUST, 1946



Source: Table 65

to assist you in selling more effectively? The greatest number of salesmen were concerned with a change in the buying policy of the house, with 103 salesmen suggesting such a change as a method of assisting them in their selling. As with the retailers, the salesmen were concerned with shortages in merchandise that should be stocked.² This was a common complaint noted during

² Based on data from questionnaires on file at Ohio State University.

the time-and-duty analysis, and is one which the salesman finds especially difficult to answer because, in many cases, no explanation can be given. The second most common improvement suggested includes such general service factors as better delivery, better order filling, and so on. Particularly noteworthy is the third item concerning personal contact between the house executives and their customers. Many of the salesmen were acutely aware of the importance of this contact, either by mail or personal call. One salesman commented:

The management and heads of the departments and credit men should know my customers. They should call on them—especially the credit men—but they do not . . . My sales manager does not know any three of my customers and I work city trade, where they are only a few minutes away from his desk. He has been my manager for five years.

SUMMARY

The salesman is unquestionably the most important single link in the relationship between the wholesaler and his customers. It is undoubtedly true, however, that many other factors enter into this relationship. The primary purpose of this report has been to provide a basis for more scientific selection and training of salesmen. It seems obvious, however, that the retail druggist has loyalties to the wholesaler that have nothing to do with the salesman calling on them; it is likewise true that the retailers look to the wholesaler for service and assistance outside that for which the salesman is responsible. Improved selection and training of salesmen will do much to increase the sales of any wholesale firm, but it must be remembered that it is only one aspect of the relationship between a service wholesaler and his customers.

CHAPTER XI

SUMMARY AND CONCLUSIONS

Most students of marketing agree that manufacturing has outstripped distribution in efficiency, at least insofar as research and training are concerned. One of the most fertile fields for such research has been a careful study of the job and the worker. This has included two general areas of investigation. These are the job analysis and time-and-motion study. This study has utilized these two techniques as a basis for providing data to be used in more scientific selection and training of one large group in the field of distribution—the wholesale drug sales force.

THE JOB ANALYSIS

Through the use of questionnaires to wholesale drug executives, wholesale drug salesmen, and retail druggists, plus observation of the salesmen while on the job, a complete job analysis has been made of wholesale drug salesmen. Based on this job analysis, a job specification has been prepared, showing: (1) the requirements of the job of the wholesale drug salesmen, and (2) the requirements of the worker to fill that job.

Part two of the job specification provides a ready reference for the use of the sales manager in selecting new salesmen. It should be noted that the job specification is not a method of selecting salesmen, but only a yard-stick against which the qualifications of the applicant can be measured. It is merely the initial step in scientific selection procedure, which includes the use of psychological tests, interviews, rating forms, and other methods aimed at determining the applicant's qualifications. Regardless of the amount of information secured about the applicant, however, its value will be largely nullified if the sales manager does not know precisely the qualities for which he is looking.

Part one of the job specification—the requirements of the job—provides a base upon which the content of a long-range training program can be built. This program should, if possible, be pre-

pared from the actual deficiencies in the individual firm's salesmen, as disclosed by a comparison of these salesmen with the requirements of the job shown by the job specification. Since it is difficult for the sales manager to determine exactly those areas in which his salesmen fail to meet the requirements, a "man analysis" has been included in this study. As indicated by this analysis, the salesmen need training in the following three general subjects:

1. Knowledge of methods of assisting and advising the retailer in his buying and sales promotional problems.
2. Knowledge of the wholesaler's stock, both as to technical knowledge of the products and as to knowledge of items, sizes, prices, available deals, and so on.
3. Knowledge of salesmanship.

Except for the last-named subject, which the retailers largely ignored, the salesmen and the druggists were in substantial agreement as to the general areas in which training is needed.

The job analysis, then, has provided a base for more efficient selection and training. Better selection and more accurate training will, in turn, do much to improve the qualitative efficiency of the wholesale drug sales force.

THE TIME-AND-DUTY STUDY

While the gains to be derived from more effective selection and training based on the job analysis are of a long-range qualitative nature, the time-and-duty study has for its objective that of improving the methods by which the job is accomplished, largely from a quantitative standpoint. From the time-and-duty study have come certain facts which can be used in improving the efficiency of present selling methods. In summary form, these are:

1. The greater the number of items mentioned per call, the greater the number of resultant sales.
2. The more time spent in promotional selling per call, the greater the amount of sales.
3. The more genuine sales arguments given, the larger the proportion of sales.

These facts lead to some interesting speculation as to the meaning of salesmanship, from the standpoint of the wholesale drug-

gist. It should be noted that these three methods of increasing sales have nothing to do with the ability of the salesmen, but only with statistics as to time spent in selling, number of items mentioned, and number of genuine sales arguments given. The genuine sales arguments mentioned were not judged on any qualitative basis, but solely as to whether some reason to buy was given; similarly, when the effectiveness of the various types of arguments was considered (Chapter VI), no attempt was made to indicate the quality of the arguments, other than classifying them as to the general types of appeals upon which they were based. Furthermore, the proportion of successful sales made by the best salesmen when no reason to buy was given was almost identical with the proportion of success achieved by the other salesmen; the same was true when a genuine sales argument was given.

It has long been recognized that "the hallucination that selling is a mysterious individual gift is exploded. . . . there is, after all, one best way to sell a given proposition."¹ The idea that a best selling method could be taught, however, has been based almost entirely on the qualitative aspects of selling, that is, learning the "art" of selling.² Yet the findings of this study indicate that selling can be made more effective by quantitative methods alone, at least in the wholesale field. Fernald says, "Salesmanship is based upon psychology and philosophy."³ Perhaps to these two should be added a third—statistics.

METHODS OF INCREASING TIME AVAILABLE FOR SELLING

While the three methods of increasing sales given above appear to be practical, they all necessitate that additional time be spent in promotional selling. The difficulty analysis has shown, however, that lack of time presents one of the major difficulties faced by the salesmen. The solution of this problem has been indicated by the time study, which has shown how the amount of time

¹ Frederick, J. C., *Modern Sales Management* (New York: D. Appleton and Co., 1921), p. 269.

² ". . . salesmanship becomes the art of influencing human behavior toward a definite goal." (Galloway, Lec. "Salesmanship," *Encyclopedia of the Social Sciences*. New York: The MacMillan Company, 1934, Vols. XIII and XIV (Combined), p. 520.)

³ Fernald, C. H. *Salesmanship* (New York: Prentice-Hall, Inc., 1940), p. 36.

available for promotional selling and other essential time can be increased without increasing the total amount of time spent. Either directly or indirectly, the following suggestions will increase time available for essential activities at the expense of nonessential time.

1. *Utilize Waiting Time*—The average city salesman spent 28.2 per cent of his average call in waiting for the druggist, the average country salesman spent 26.4 per cent. Part, at least, of this time can be converted directly into essential time by:

a. Checking stock. Almost 50 per cent of the salesmen now have this privilege in 70 per cent or more of their accounts. It can be achieved with relative simplicity, once its importance is recognized.

b. Writing the want book order. Like the privilege of checking stock without the presence of the retailer, this privilege can be acquired in the majority of accounts.

c. Instructing retail clerks. The druggists have indicated conclusively that they are interested in clerk training, yet only two of the 70 salesmen studied made any attempt to instruct clerks during the course of the call.

2. *Decrease Waste Time*—City salesmen spent an average of 12.2 per cent of their call in non-essential time for which they were largely responsible; country salesmen spent 11.4 per cent. This type of nonessential time can be reduced by:

a. Reducing general conversation. While a certain amount of general conversation may be necessary in maintaining the good will of the retailer, many salesmen spent more time in idle talk than in promotional selling. A ten-day sample indicated that the salesmen were directly responsible for over half the time so spent.

b. Eliminating idle time. While of relatively little importance, amounting to an average of only slightly over two per cent of a call, it still totaled half as much time as was spent on selling from samples, and in a few cases it was excessive.

3. *Increase Efficiency of Routing*—The average city salesman spent 25.0 per cent of his day in travel time; the average country salesman, 23.0 per cent. Travel time, particularly in the city, can be reduced by:

a. Eliminating unnecessary visits to the house. City salesmen customarily made at least one trip to the warehouse during the day, and one salesman made five such trips. Yet some city salesmen managed to do an excellent job with only one such visit a week, and many country salesmen visited the house only when a sales meeting necessitated it.

b. Eliminating overlapping territories. Even today, one-fifth of all city territories and seven per cent of country territories do not have definite geographical limits. One firm visited had four city salesmen, all of whom made calls in every section of the city. A salesman reported that five country salesmen from his firm made calls in the same town.

c. Eliminating unnecessary travel between calls. Due to inefficiency of routing, salesmen often drove from one side of the city to the other on successive calls. A careful check of routes by the sales manager could do much to eliminate such unnecessary travel time.

4. *Reduce the Number of Calls Made Per Day, If Excessive—*

In general, the more calls made in a given period, the greater the proportion of nonessential time spent and the smaller the proportion of time available for selling and other essential time. This has been demonstrated mathematically in Chapter V.

The methods given above all have the effect of increasing the time available to the salesmen for essential activities. That increased efficiency in the utilization of time is possible is indicated clearly by a comparison of the most efficient and least efficient salesmen. The ten most efficient country salesmen spent an average of 73.6 per cent of each call in essential activities and only 26.4 per cent in nonessential time; the least efficient spent 50.7 per cent in essential work and 49.3 per cent in nonessential time. The ten most efficient city salesmen spent 68.0 per cent of each call in essential activity and only 32.0 per cent in waste time; the ten least efficient spent exactly 50 per cent in both essential and nonessential time. While even the percentages for the most efficient salesmen are not necessarily the optimum that can be achieved under the group selling plan, the wide differences between the two groups indicate that the average efficiency of the wholesale drug sales force can be markedly improved.

THE GROUP SELLING PLAN

The job analysis and the time-and-duty study have shown the general areas in which additional training is needed by the wholesale drug salesman, methods by which his volume of sales can be increased, and means of increasing the efficiency of his utilization of time. In the first place, the background of the average wholesale drug sales manager is that of a salesman, and he may lack both the ability and the desire to carry on a formal training program in the fields indicated. Second, and even more important, the amount of time available for training purposes is severely limited. The average firm has only one sales meeting a month, and much of this meeting must be utilized for purposes other than training. While some formal training could be given through outside reading assignments, the educational background of many salesmen raises considerable doubt as to the value of such assignments. Finally, it should be recognized that, once they leave the sales meeting, the salesmen are virtually independent, and can accept or reject at will the information which has been presented to them. An excellent illustration of this point was found in the failure of the salesmen to check stock, although this is a cardinal principle of wholesale drug selling.

Taking these difficulties into consideration, a practical method of achieving most of the objectives of an adequate training program without the use of formal training procedures appears to lie in the use of the group selling plan in conjunction with a departmentization program. Summarized briefly, this includes:

1. *The departmentization program.* This involves preparing for each sales meeting a complete plan for one department (e.g., baby goods, surgical dressings and sick room supplies) of the retail store. Such a plan would necessitate the collection of complete information as to the major items which should be stocked and detailed information about them, a suggested inventory based on store size, methods of promoting the sale of items included in the department, sources of available sales promotional aids, a practical and inexpensive method of constructing a unified department featuring these items, and any additional information which could be obtained of assistance to the retailer in preparing

his own departmentization plan. All of the above information should be given to the salesman in a manual or folder which would make its presentation to the retailer as simple as possible.

2. *The group selling plan.* In conjunction with the departmentization program, the efforts of the salesmen at each call should be concentrated primarily on the sale of items in the department featured for that month. Each salesman should be given order blanks showing the major items in the department, suggested inventory, and space for recording the druggist's inventory and order. Under this plan, the salesman would immediately take a physical check of the items on his check-list as soon as he enters the store. When the interview is begun, the salesman will be prepared to present the complete departmentization program and point out the deficiencies in stock, as disclosed by the physical check already made.

The group selling plan, when combined with the departmentization program, meets the major training needs as indicated by the job specification. Department by department, the salesman is given information as to the buying needs of the retailer, methods of retail sales promotion, and detailed information about the major items in each department. Furthermore, it utilizes some of the most significant findings of the time-and-duty study in improving the selling efficiency of the salesmen, while a careful analysis of the inventory report sheets enables the sales manager to maintain a close check on the activities of his salesmen.

The fact that the service approach is emphasized in the departmentization plan does not imply that salesmanship is unimportant. To the contrary, it may take a higher type of salesmanship to "sell" the druggist on the value of this plan and his needs for the merchandise included with it than it would for ordinary selling efforts. It should be noted, however, that regardless of the acceptance of the departmentization program, wholesale drug selling is of a somewhat different type from that usually considered in discussions of salesmanship. The entire problem of arranging the interview and getting the buyer's attention is, for the most part, nonexistent. Furthermore, the salesman must return, week after week, to the same customer. Selling of the

"pressure" type has very little place in the armory of the good drug salesman.

The departmentization program does not change the basic requirement for good wholesale drug selling—that of providing the retailer with a well-rounded stock of salable merchandise. It does, however, attempt to influence the direction in which the sales effort is applied, and to add to it a positive program aimed at the second requirement of the salesman—that of providing the retailer with the merchandising advice and assistance necessary to sell his goods at a profit within a reasonable period of time.⁴

FURTHER APPLICATION

Regardless of the type of selling done, a knowledge of the job is basic if salesmen are to be selected scientifically and trained efficiently. While a job analysis of the type prepared in this study would probably be impossible for any individual firm, its use by other trade associations presents the possibility of a large number of industry-wide job specifications, using the same or similar methods to those employed in this study. As in the present study, these general specifications could serve as the basis for the preparation of detailed specifications by each individual firm.

The possibility of going directly to the customer to discover what he expects from the salesman calling on him should not, however, be overlooked by the individual firm. Several retail druggists commented adversely on the fact that the wholesaler serving them had never asked their opinion about anything. Further indications of retailer interest in his wholesaler's service was given by the large proportion of questionnaires returned, and the number of long comments received in this study. Specific information from a firm's customers would be valuable in supplementing a job analysis based on industry-wide data, and is virtually essential if such an analysis is being made independently.

⁴ Cf. Beckman, T. N. and Engle, N. H. *Wholesaling Principles and Practice* (New York: The Ronald Press Company, 1937), p. 155.

It is interesting to note, in contrast, the statement included by the United States Employment Service in its definition of a wholesale salesman: "... tries to complete sales with hesitant purchasers by offering reductions, giving information regarding contemplated price rises, or obtaining the good will of the purchaser, frequently by entertaining him." (*Dictionary of Occupational Titles*, United States Employment Service, Department of Labor, Washington: United States Government Printing Office, 1939, pp. 777-8.)

The time-and-duty study technique offers a fertile field for research by any type of selling organization. The findings of the present study indicate that definite results could be expected from a time-and-duty study of any similar type of industry, i.e., one which sells a large number of products to retailers. It is probable, in fact, that the suggestions for increasing selling efficiency growing out of this study could be carried over directly to such similar organizations as wholesale grocers and wholesale hardware companies. Positive benefits would also undoubtedly result from a study of manufacturers' representatives who carry a reasonably wide line of products and sell to retailers. If the manufacturer carries one or an extremely limited number of products or sells to purchasing agents, a statement of the possibilities of improving selling efficiency through the use of time-and-duty study must await such a study.

APPENDIX A

COMMENTS OF RETAIL DRUGGISTS AND WHOLESALE DRUG SALESMEN

(Taken from retailers' and wholesale drug salesmen's questionnaires,
on file at The Ohio State University)

RETAIL DRUGGIST'S COMMENTS

The service wholesaler can be of inestimable service to us immediately (and at no great expense to himself) by organizing a series of seminars on modern merchandising.

The wholesaler admits that he would starve were he to supply only our drug and prescription needs. He wants to develop (he must develop) a big volume on those allied lines of merchandise which we can sell side by side with our professional practice of Pharmacy. I claim that there are plenty of these "lines" which we OWN by the right of discovery-development-pioneering, etc., and they include:

Ice cream and the soda fountain—excluding the food business

Stationery supplies—especially fountain pens

Cosmetics

Vitamins

Dietetic foods

Kodak and photographers' supplies

Patent medicines

Elec. appliances for health and beauty (not kitchen)

Candy

Surgical appliances

For the last five years, merchandising all of the above (properly) has been at a standstill—and what we remember of merchandising them will *not* suffice for the new products and equipment coming out under the above 10 titles.

Why, in the name of heaven, couldn't the wholesaler get the manufacturer to set up a display in his (the wholesaler's) territory—one centrally located or several of them, supply the material and the personnel for instruction—and give us a few days of intensive training. The manufacturer supplies the school for training his future outlets and the wholesaler supplies the students from his many customers.

The bare thought of selling Stratoliner pens—color cameras and trick film—non-allergic cosmetics—new diabetic foods—gives me the "willies." And up to now I have always considered myself "pretty good." I don't

know—perhaps there are many other druggists who “don’t know”—and our only salvation is going to be to “find out.” Couldn’t the wholesaler help us? Ultimately wouldn’t it be to his benefit? Certainly, if we can do a more intelligent selling and advertising and merchandising job, we are going to sell more merchandise and it follows as night the day, we will buy more merchandise. That’s where he fits into the picture.

There are a lot of advantages in chain operations of which we independents are deprived, especially in the realm of store display—store equipment—windows—show cards—advertising—clerk training—management and administration problems—etc. Here the wholesaler could be of immense service to us. Before the war, my wholesaler tried just one of the above (window display service) and for my money it was a huge success. Another thing, think of the enormous buying power the wholesaler would have buying maintenance items, advertising equipment, etc., when he acts for several thousand of his accounts IN ONE OPERATION. They could save us real dough. (I just bought some modernistic display tubular units that _____ or any wholesaler could have saved me probably 25 per cent by purchasing them for a thousand other druggists.) Basically, I mean: Couldn’t we pool our buying power THROUGH our service wholesaler?

I could go on ad inf—but it’s midnight and right now I’m going home—after 14 hours back of this counter.

* * *

To me this is a very difficult paper to fill out, due to the fact that the main jobber who caters to us is _____, and their service is as near perfect as possible due to a large extent to the high type of employees which they have. To pass constructive criticism on them, therefore, is very hard for me to do as I consider this type of jobber doing an excellent job to his trading territory.

In all frankness, I would say the greatest room for improvement would be on the part of the retail druggist and not the wholesale druggist, for I think the wholesaler is doing a much better job than the retailer.

We retail druggists should permit a wholesaler like _____ to speak out with a full force of constructive criticism of us, not necessarily by the weekly salesman but by some special detail man who has travelled a great deal, is a close observer, knows most of the answers, has done a good job himself, and, all in all, is fully qualified to come into my town and store and within a few hours tell me what’s wrong with my setup—not only tell me but make this constructive criticism at a full meeting of my store staff after closing hours, and then drop back within a week looking for improvement. If he sees none, then the druggist is a helpless case; if he sees any, then not only tell the proprietor, but pass it on to the clerks and then make another contact within 60 or 90 days, while in the mean-

time he is issuing a bulletin of his observations, etc., as he goes from town to town. This bulletin must be so constructed as to pass on favorable suggestions to every recipient of one, and so written as to make each store anxious to receive their copy each week.

Of course, for such an idea as this to be tried, the RETAILER could not wear his feelings on his sleeve cuff. I for one would like to try it out with my whole store.

* * *

It is most annoying for you to find that you have missed an extra discount by not buying quite enough merchandise. Sometimes you have to leave the purchasing to a clerk and frequently he misses some of the discounts that you would take advantage of by buying too light. In some cases, this cannot be helped, but, using Baume Bengue for example, a clerk orders one-fourth dozen. You get 2 per cent. If he orders one-third dozen you get 10 per cent discount, and any clerk would buy the extra package if the salesman tells him of the difference. Of course, a clerk learns most of these things, but on some lines, where little of the merchandise is used, he frequently misses. Also some lines have extra discounts at certain times and if the salesman fails to tell us about them we fail to get them unless we see about it in one of the trade journals.

In packing orders, it is very troublesome when checking in an order to find one package of an item in each of six different boxes instead of in the same box. It seems as if several wholesale houses could go in together and offer courses for the purpose of acquainting your clerks with new articles, technique in salesmanship, etc.

* * *

You can well imagine how much assistance I've had from my salesmen. It's a good thing I've had some good training and business acumen. My salesmen can't even sell me the goods they've got to sell—unless it's on the want book right in front of them.

* * *

A retailer is never any better than the wholesaler who supplies him. The buyer should be a registered pharmacist who understands the retail business—and can anticipate the wants of the trade.

* * *

The salesman should know the merchandise his house has available for immediate shipment. He should have one or two items each call to particularly emphasize. He should keep posted on items in seasonal demand and by all means he should know of new items in sundries and toiletries—as well as new items in the drug and Rx department which his house has in stock. The wholesaler (the "House") should by all means have at least one registered pharmacist actively working in the house who has had actual experience in the operation of a retail drug store. He should

make occasional calls on the stores in the territory, not to sell necessarily, but to determine how his house was serving the pharmaceutical needs of its customers. He should keep an eye on the stock of drugs, chemicals, and pharmaceuticals to make sure items in demand were in stock. To illustrate my point: _____ has been short in gum camphor in 32's, powdered wood charcoal and Ammonium Benzoate in pounds for over two months, but an order to _____ brought the camphor and charcoal immediately, but they too were out of Ammonium Benzoate, on which there is no shortage. Such instances could be cited in scores and scores of items.

* * *

Have noticed the great improvement in many chain grocery stores in open display. Have often thought it would be a big help if we druggists could turn to an authority on store layout and display arrangement. Merchandise that can be seen is half sold. Too many druggists do not get all merchandise on display.

* * *

Make sure all orders are filled every eight hours, if it means a night shift. Twenty-four hour service on all local delivery service. Remember, all my wholesaler has to offer is *service*. I can buy drugs from 'most anyone. I would like to buy nationally advertised cosmetics from my drug jobber. If we could keep the most of our buying to one account we could make money at a lower cost with less effort.

* * *

The average retail druggist depends upon his wholesaler for his very existence. The wholesaler might do well to adopt a more aggressive attitude towards manufacturers who, by the use of direct accounts, are in active competition with the wholesaler, sometimes to the extent of creating maldistribution of scarce and new items. The life blood of the individual druggist depends upon his ability to supply his customers' needs *immediately*. Failure to do so may be accentuated if a competitor on "direct" may have items which the wholesaler has been unable to supply. It might be well to have wholesale representatives kept informed of new items and "details" being made in his locality so that those other than direct accounts could be kept up to date.

* * *

Probably no fault of the wholesaler, but often times we note and have checked with the representatives of larger companies this question: Why will a large chain have merchandise when it is not presented by the wholesaler? Notable examples were the ——— toothbrush deal in which the sales representative sold all the stands to a major chain in this state, the other reference being the ——— deal, 2 for 29¢, earlier in the year. I had asked the ——— representative for window display material and was

told that there was none available; however, the large chain stores in Indianapolis had large easels in their windows advertising this product. The wholesalers will have to band together in order that instances of this type do not occur, as we will not push the manufacturer's product and naturally do not feel our wholesaler is behind us.

* * *

Salesman seems to be overburdened and he doesn't seem to have available time to cover all necessary duties.

* * *

All my answers were "No" (as to advice and assistance from the wholesale drug salesman). For years, the drug salesmen rush in, take your order and rush out. That applies to large cities as well as small towns. I have had stores in both—and I buy and have bought from two different wholesalers for 25 years.

I believe the wholesalers give their salesmen too much territory to cover and in that event they do not have the time to explain in detail what the retail druggist wants to know.

* * *

I believe too many *deals* offered by the manufacturer are too big for the *average* number of stores and larger buyers are given the advantage over small buyers. I, too, think the direct selling of manufacturers is *rotten*—it should be sold through jobbers and if any extra profits are available let it be used in *clerks'* meetings covering a small area—a *free meal* would bring out a good number—and there many training plans on sales approach—display—*actually demonstrating* right there on the spot and help in developing salespeople who can move merchandise by selling and not automatic order takers only. Clerks will take more from someone outside of the organization who is trained to *briefly* put over an idea—and as years go by a solid *selling* organization will be built up.

* * *

The help we need most from our wholesaler is to help us keep a well trained sales personnel and to keep up better with new merchandise and sundry items. They are too cautious on their buying. They wait for the chain stores to introduce and prove new items before they will purchase same.

* * *

I do not think the average wholesale executive is very well acquainted with the needs and problems of the retail druggist. Our two nearest wholesalers have never asked my opinion in regard to their service or how they could be of better service or increase their sales to me. I suspect their contact with their salesmen is not so close as it should be.

* * *

The outstanding problem today is that the wholesale houses do not seem to give a d— about shortages and I do not mean items that cannot be gotten.

* * *

To me, a wholesale drug salesman just takes up my time, because all he is is just an order taker.

I can write my own order, get a better discount, and save time, of which I don't have too much to spare if nothing is offered worth my time.

* * *

I think it would be a good policy to have a man go to each store once a month and put up merchandise displays, trim the windows, and push the dead merchandise that one has on hand. In that way, the druggist will get a few ideas and also he will be able to make a profit off his dead stock. I also would like a sales school for clerks to be given advice on how to sell. And also store management.

* * *

Our wholesaler in the immediate area slights those close at hand to get business in a competitive district of other wholesalers more distant.

* * *

We buy from three large wholesalers. We buy mostly from No. 1 because we get quick delivery. But they carry cheaper merchandise than the other two, and charge more. They always try to unload some high profit merchandise on us; they personally are a fine bunch of people, but always hand a lot of hot air. Wholesaler No. 2 has very poor delivery but carries better merchandise and takes a more genuine interest in us. Would buy more from them if their delivery was good. Wholesaler No. 3 is better than the first and not as good as the second. Has plenty of hot air, but not as genuine as No. 2; has good delivery, but makes too many promises they have no idea of keeping.

* * *

In our store we cater to tourists, several hundred college professors and their families, and 2,500 men college students (with money) and 500 college girls (with money). We can sell, as you see, different merchandise than a store 25 miles away selling only to farmers. Yet wholesale drug salesmen show us all the same sundries—they have never yet shown us something for our type store that would not sell in some other. Large wholesale druggists could afford to have a high type man to travel their territories and just study the needs of the individual store.

* * *

Prevail upon manufacturer to discontinue so much special display cabinets, etc. Make a better *net price* to the little druggist so that he can compete with chain store prices. The cost of a fancy cabinet deducted from the price of a deal would induce the druggist to push the item harder. Cabinets cost money—why not give the dealer a little of that money if he pushed the item better for more profit to himself.

* * *

(The wholesaler can improve his services by) Calling my attention to buying in such quantities as to obtain the best possible discounts. Frequently, through oversight, I may fail to recall the required minimum quantities for special discounts. Often I may order only one or two units less than are required to obtain an extra discount, yet my wholesaler will not call my attention to that. Also, at certain times of the year, discounts and discount requirements change. I would like to have a monthly bulletin dealing with all aspects of wholesale buying.

* * *

The biggest fault we find is the fact that jobbers do not carry an adequate stock of items needed in an Rx department doing an average of 100 prescriptions a day.

* * *

We do not like the sundry store competition in the selling of drugs and patent medicines. We desire our wholesaler share our viewpoint and not foster and encourage this unfair competition. Often the wholesaler encourages him.

* * *

A main wholesaler's representative should spend one to three hours in your store each week. They are in a position to do more for promotion than any one else, giving their ideas and others that they see work, be close and interested in his customer.

* * *

The druggist has many complaints against wholesalers; however, they vary in sections. If a druggist has competition he complains about prices, etc. If he has been successful and has money in the bank, good credit rating, his complaints are few. Some retailers would not ever appreciate good service, clerk training, or market forecast, because they themselves are not thinking in those terms. The wholesaler's salesman must be able to sell himself as well as his house to the druggist before the druggist appreciates all this service. Here in ——— there are four wholesalers (Complete service jobbers). Three of them have never, to my knowledge, made any contribution to the trade that was of benefit to all druggists. These three firms take all the business they can obtain from druggists from one door, and then from the other door sell grocers, patent medicine, etc. And this I can say from experience, that ——— here in ——— has done an outstanding job of defending the retailer at every turn, fought competition in a legislative way along with the associations. Before the war they had a very good training program for clerks, every one had the privilege to use it. ——— did a swell job in obtaining the services of fixture company to design, build, and install modern units of fixtures in your store. No one else even attempted this. And, in my opinion, a remodeling program by all druggists who need it is the only answer to the grocers and chains. You

can't drive a car 90 miles an hour that is designed to go 50. And this applies to the retailers who gripe about grocers and chains. This fellow is usually the one with the dark store, lack of displays for the proper merchandising of any department. ——— did convert many of these fellows before the war; many more need it badly. ——— is the only one who sends out price changes or tells me in advance, if possible.

* * *

When a salesman shows me new items, I would like to know if it has been ruled subject to excise taxes or not, if the suggested retail ceiling or minimum price complies with O.P.A. regulations, and if the article can be legally sold over the counter or is restricted to physician's prescriptions. I am supposed to know these things, but in many instances there is logical room for confusion about them.

* * *

My main criticism is this—large drug houses who have us (druggists) as regular steady customers could do less high pressure selling and give us more clerk help and tell us on the level what is a "hot" item and show us how to improve our selling—instead of selling us a lot of goods and then forgetting about all the help they offered.

* * *

(The salesmen should) notify us of all "deals" currently available. Talk to all employees, not just the buyer, and give them ideas and keep them sold on the drug business. Encourage them to try for PMs and to improve their selling ability. Inform us of ideas which other druggists have found profitable. Inform us of salespersons and pharmacists available for full-time or part-time employment.

We have all become more or less "order takers" instead of salespeople during the past few years. We believe the wholesaler salesman might help a lot in getting us again into the habit of improving our salesmanship.

* * *

Return credits for merchandise broken, left off an order, overcharged, or accidental surplus, should be arranged for in a more suitable manner. (Example: electric fan upon arrival was found not to be completely assembled. On return it was sent to manufacturer, then back to us, costing us for the express fees, yet absolutely an item that was broken upon receipt.) I believe the local wholesale houses (2 in our city—and both operating alike) should arrange for a regular display service (at a cost to the retailer) but of a merchandising nature (such as done by ———). It would stimulate the activity of the independent druggist.

WHOLESALE DRUG SALESMEN'S COMMENTS

Sales manager could call on trade with salesman at least once a year to get a better picture of our difficulties, problems, etc. Pay more attention to the problems confronting a salesman, give more of his time to listening to and correcting the difficulties encountered by his salesmen. It seems that the average sales manager has so many other duties to perform that he cannot give the proper amount of time to the problems of his salesmen. I also believe that the average house stresses a few particular items or lines too much, and does not give proper attention to the overall coverage of the wholesale drug field, the quota system, etc. For example, Jones and Brown work for the same house. Mr. Sales Manager breaks a deal, Jones goes out and does a good job at the expense of letting everything else go. Brown does a mediocre job on the deal, although he does an excellent selling job of the other items in his line, probably earning more than Jones and making more for the house, but Jones gets a pat on the back and Brown is a bum that week. Thus if anything can be done to discourage deals in the Drug Field it will, in my opinion, be a good step for the retailer, wholesaler, and salesman.

* * *

Keep a more adequate supply of the items that sell every day. Keep shorts as few as possible. Departmentize the buying and have a head to look after and keep the goods rolling, not wait until stock is practically exhausted before sending in order for more goods. Anticipate your wants on the everyday commodities or in other words goods that sell every day in the year. About 50 to 60 every day selling items take care of 85 to 90 per cent of the volume done in store. Keep these items rolling, don't let them run out. If you can supply these everyday selling items you are able then to sell your specialty, sundries, deals, and what not. But if you continue to short or fail to supply these goods your chance for selling deals, specialties will soon vanish. The big factor in a wholesale house is to keep adequate stock in the fast selling goods, watch and check your stock like a hawk watches a chicken. And write your customers a good, friendly, sensible letter once in a while.

* * *

I think we should have more big dealer meetings to present deals and new things to our customers. These dealer meetings, small or large, are the backbone of helping our customers to move their merchandise on through to the consumer.

Holding clerk meetings regardless how small, is the thing that we must do to help in our small way to educate the retail clerks.

In some stores if you pass up the owner and talk to the clerks you can sell more merchandise, through having them create a demand for it. It's

up to the wholesalers to start a program of this type and we as merchandisers to carry it on from there.

I think most of us need more help from the houses to encourage our customers to visit our sundry rooms and to create a more friendly attitude in the house when the customer is in to buy our merchandise.

* * *

(We should have) Less detail as to separate blanks for future orders—different manufacturers offer free goods if invoice is sent to them. I always write on separate blank so they don't have to send in other items on same sheet. I think these items should be typed by a house secretary and sent with the original invoice so the retailer could mail this instead of invoice. I think fewer calls could be made with a more concentrated effort and better stock checking *if* the compensation was great enough to make the same salary as we now make. I don't think anyone would agree to accept less compensation. But the volume should come up for the house with more efficient coverage.

Catalogue pages should be printed on both sides to eliminate bulk. All shades of rouge, lipstick, and powder should be listed in catalogue.

All catalogues should be standardized to include pages of all manufacturers such as Lilly, Merck, Abbot, P. D. & Co., etc. All special publications, such as McKesson Moneymaker—Profitunities should be punched to fit catalogue binder.

Should have "Postage will be paid" envelopes to leave with customers and for mailing orders.

Have order pads that eliminate carbons, such as triplicate order pads have now—have one single sheet that can be photographed or reprinted in the house.

* * *

I think a salesman should have his manager travel with him on a complete trip in his territory. This should be done for several reasons:

1. Learn the customers by name and sight.
2. Observe his methods of doing business, and also the type of store and business he operates. Every store is different, every customer is different, and every business is different.
3. Learn the hardships the salesman has to put up with while out selling. There are many occasions every day, the salesman is asked a question by the retailer, which demands an answer at once. I always try to act in favor of my house, but it sometimes does not get the approval of the manager. What should we do? Say no, and play dumb, or try to be a man and do the best you know how?

* * *

There is no place for "high pressure salesmanship" in the wholesale drug business. The retailer depends on the salesman for advice in all phases

of the operation of his business. One of the most important factors in the success of a wholesaler salesman—and the most often neglected—is taking care of the little things and forget the big things—they will take care of themselves.

* * *

Have the sales manager or credit manager make good will trips through each man's territory. Also invite customers into house and pay their expenses. Write more personal letters to druggist in regard to his business, our service, or ask him for suggestions on how we can give him better service.

* * *

(What does house do to help you in your selling?) Nothing—as a matter of fact all salesmen sometimes feel that their house goes out of its way to impede them.

* * *

Get a sales manager who is "on the ball," one that has had experience in handling men and who could get some work out of me—work that could and should be done.

APPENDIX B

SELLING EFFECTIVENESS PER CALL OF CITY AND COUNTRY WHOLESALE DRUG SALESMEN

TABLE 1—CITY SALESMEN
SELECTED DATA SHOWING SELLING EFFECTIVENESS PER CALL OF 32 CITY WHOLESALE DRUG SALESMEN FROM
NINE WHOLESALE DRUG HOUSES

ITEM	SALESMAN															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Rating of Salesman ^(a)	A	B	C	A	A	B	B	C	C	A	A	B	C	C	A	B
Calls Per Day ^(b)	5	9	6	8	7	5	8	4	8	8	10	5	5	9	11	10
Minutes Per Call	43.6	32.4	38.8	54.7	45.3	53.4	38.4	65.4	42.9	31.4	34.7	58.7	35.6	29.3	26.3	18.2
Selling Time Per Call	21.9	15.2	6.3	17.1	16.5	21.5	9.9	20.3	6.7	11.6	9.4	16.7	11.9	3.6	4.0	2.3
All Selling:																
Items Mentioned	26.8	30.8	1.3	31.0	16.2	58.8	18.7	11.0	7.8	32.7	14.1	26.4	3.2	8.9	7.5	3.9
Items Sold	8.0	3.9	7.5	7.0	5.4	4.4	2.9	5.7	2.0	4.5	3.4	6.4	4.0	3.1	2.5	1.3
Amount of Sales (\$)	72.80	42.00	59.50	84.40	45.10	61.60	33.00	58.70	17.70	44.50	22.20	41.20	34.40	47.70	27.00	3.80
Asking About Stocks:																
Items Mentioned	13.0	14.0	1.5	19.3	9.7	41.2	18.6	6.3	6.4	19.5	8.5	22.8	2.6	7.5	5.9	1.9
Items Sold	4.4	2.1	0.8	3.6	2.2	3.4	2.3	1.5	1.0	1.2	1.5	5.4	0.6	2.3	1.5	0.3
Amount of Sales (\$)	25.60	13.30	16.00	48.60	21.90	36.60	26.60	7.20	5.00	11.30	9.80	27.40	5.40	32.50	9.60	1.60
Selling from Samples:																
Items Mentioned	7.8	10.5	..	0.1	0.7	0.2	..	..	..	..	0.9	0.2	..	..	0.5	1.6
Items Sold	1.4	0.7	..	..	0.4	..	..	..	..	..	0.3	..	..	..	0.4	0.7
Amount of Sales (\$)	4.80	1.70	..	..	2.70	..	..	..	..	..	2.50	..	..	..	7.00	1.10
Selling from Printed Matter:																
Items Mentioned	5.6	6.1	..	11.5	5.7	17.2	..	4.7	1.4	12.5	4.5	3.0	0.6	1.3	0.1	..
Items Sold	1.0	1.0	..	1.4	2.1	0.8	..	1.7	0.6	0.8	0.3	0.6	..	0.7	..	..
Amount of Sales (\$)	(1.0)	..	(6.7)	(1.9)	(0.7)	(0.2)	(0.5)	(2.5)	(0.4)	(2.0)	(1.1)	(0.2)	(3.4)	(..)	(..)	(..)
(c)	41.20	23.10	43.50	42.00	20.50	25.00	3.10	51.50	12.70	25.10	7.50	13.40	29.00	12.30	..	..
Selling from Printed Matter and Samples:																
Items Mentioned	0.2	..	..	0.1	0.1	..	..	..	..	..	..	..	..	..	..	..
Items Sold	0.2	..	..	0.1	..	..	..	..	..	..	..	..	..	..	..	..
Amount of Sales (\$)	1.20	..	..	3.80	..	..	..	..	..	..	..	..	..	..	..	..
Miscellaneous Selling:																
Items Mentioned	..	0.2	..	..	..	0.2	0.1	..	..	0.7	0.2	0.4	..	0.1	1.0	0.4
Items Sold	..	0.1	..	..	..	..	0.1	..	..	0.5	0.2	0.2	..	0.1	0.6	0.3
Amount of Sales (\$)	..	3.90	..	..	..	..	3.30	..	..	8.10	2.40	0.40	..	2.90	10.40	1.70

TABLE 1—CITY SALESMEN—Continued
SELECTED DATA SHOWING SELLING EFFECTIVENESS PER CALL OF 32 CITY WHOLESALE DRUG SALESMEN FROM
NINE WHOLESALE DRUG HOUSES

ITEM	SALESMAN															
	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
Rating of Salesman ^(a)	C	A	B	C	A	B	A	A	B	C	C	A	B	C	B	C
Calls Per Day ^(b)	9	20	8	7	12	8	10	11	6	6	9	13	9	8	8	7
Minutes Per Call	41.4	17.6	24.0	44.7	35.4	40.4	31.2	28.0	31.4	49.2	61.8	27.4	39.4	38.8	33.1	33.4
Selling Time Per Call	6.1	3.4	6.0	11.4	9.1	14.3	6.0	9.7	7.0	11.5	22.8	2.9	11.3	9.8	11.5	15.0
All Selling:																
Items Mentioned	13.4	7.9	19.8	14.7	15.8	23.1	7.4	7.2	11.3	13.7	20.3	7.6	31.1	10.9	16.8	14.3
Items Sold	3.0	1.1	4.9	4.3	4.3	3.5	4.0	3.7	4.2	4.5	12.6	2.7	8.4	3.9	3.9	3.3
Amount of Sales (\$)	30.70	13.90	30.90	10.80	18.20	19.50	19.80	28.60	44.80	64.60	57.20	16.90	54.30	36.90	32.10	23.10
Asking About Stocks:																
Items Mentioned	10.2	7.0	17.4	5.0	11.8	18.6	5.5	3.2	6.8	6.2	13.2	7.3	30.0	3.8	8.2	7.3
Items Sold	1.8	0.4	3.9	0.1	2.6	2.1	1.5	2.2	2.7	1.3	9.5	2.6	7.3	0.9	2.1	2.3
Amount of Sales (\$)	21.70	7.70	16.80	1.10	8.60	15.10	8.30	9.60	25.30	11.80	30.00	15.20	49.60	3.30	17.30	12.30
Selling from Samples:																
Items Mentioned	1.0	0.1	0.9	2.6	2.6	1.1	1.9	1.1	1.3	1.8	5.1	..	0.6	2.6	2.3	3.3
Items Sold	0.5	0.1	..	0.3	0.5	0.1	1.6	0.5	0.7	0.5	1.9	..	0.3	1.4	0.8	0.7
Amount of Sales (\$)	4.40	0.40	..	0.60	4.00	0.20	8.50	5.80	6.30	20.50	11.20	..	0.90	1.90	5.90	5.10
Selling from Printed Matter:																
Items Mentioned	2.2	0.7	1.5	6.7	1.2	2.5	..	2.9	3.2	5.7	1.1	..	0.3	4.4	5.0	1.4
Items Sold	0.4	0.1	0.6	0.9	0.2	0.4	..	1.0	0.8	1.2	0.7	..	0.2	1.6	0.6	0.1
Amount of Sales (\$)	(0.3)	(0.4)	(0.4)	(2.6)	(0.9)	(0.4)	(0.9)	..	..	(1.5)	..	..	(0.5)	..	..	..
(c)	4.60	3.50	14.10	8.40	5.30	2.40	3.00	13.20	13.20	32.30	12.40	..	3.60	31.70	3.10	3.40
Selling from Printed Matter and Samples:																
Items Mentioned	..	..	..	0.3	0.2	0.4	..	..	..	..	..	..	0.1	0.1	..	0.1
Items Sold	..	..	..	0.3	0.1	0.2	..	..	..	..	..	..	..	..	..	0.60
Amount of Sales (\$)	..	..	..	0.40	0.30	0.80	..	..	..	..	..	..	..	..	..	..
Miscellaneous Selling:																
Items Mentioned	..	0.1	..	0.1	..	0.5	..	..	..	..	0.9	0.3	0.1	..	1.3	2.1
Items Sold	..	0.1	..	0.1	..	0.3	..	..	..	..	0.5	0.1	0.1	..	0.4	0.1
Amount of Sales (\$)	..	1.50	..	0.30	..	1.00	..	..	..	..	3.60	1.70	0.20	..	5.80	1.70

(a) Rating of salesman by house executives. A—Above Average; B—Average; C—Below Average.

(b) Excludes calls on hospitals and calls in which no interview was secured.

(c) Number in brackets indicates number of items sold from printed matter which the salesman gave to the buyer to read.

Source: Time-and-duty analysis of 32 city wholesale drug salesmen.

TABLE 2—COUNTRY SALESMEN
SELECTED DATA SHOWING SELLING EFFECTIVENESS PER CALL OF 38 COUNTRY WHOLESALE DRUG SALESMEN FROM
NINE WHOLESALE DRUG HOUSES

ITEM	SALESMAN																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Rating of Salesman ^(a)	A	B	A	B	C	A	B	B	C	A	B	C	A	B	C	A	A	B	C
Call Per Day ^(b)	8	11	13	8	7	4	5	6	8	18	9	6	7	5	9	7	3	8	4
Minutes Per Call	31.6	26.9	46.6	77.9	51.9	42.0	69.6	57.9	50.6	49.8	17.1	72.1	71.5	101.5	57.3	42.2	113.7	68.5	116.4
Selling Time Per Call	7.5	7.0	15.7	15.7	7.8	11.0	16.9	8.1	15.5	8.0	1.6	12.2	19.0	20.2	7.3	8.6	4.9	19.2	14.4
All Selling:																			
Items Mentioned	10.4	15.8	21.8	23.6	9.8	9.5	53.8	6.6	20.7	16.3	7.6	35.0	35.6	52.2	6.6	13.0	12.7	18.8	11.0
Items Sold	3.4	2.8	5.4	5.7	3.2	8.3	7.6	3.4	6.6	4.1	0.8	6.0	7.4	14.4	4.1	4.2	4.4	3.5	7.4
Amount of Sales (\$)	54.70	35.50	69.00	44.40	36.60	138.00	67.60	42.80	53.00	44.60	5.70	34.30	97.60	103.60	37.90	50.50	50.30	29.10	60.20
Asking About Stocks:																			
Items Mentioned	3.6	11.9	15.1	18.4	6.1	7.5	18.4	6.0	11.6	11.0	5.6	23.0	14.1	41.4	1.7	6.3	10.7	7.5	1.8
Items Sold	0.8	1.3	2.6	2.0	1.0	1.7	3.8	1.2	3.4	1.5	0.7	2.8	3.6	10.6	1.0	2.3	2.3	1.4	1.0
Amount of Sales (\$)	10.30	13.30	22.50	21.30	4.00	14.00	45.20	15.70	26.50	9.60	4.80	9.00	58.00	58.60	7.00	24.00	32.30	9.10	11.00
Selling from Samples:																			
Items Mentioned	1.0	1.2	0.9	0.9	0.9	..	0.6	..	2.0	4.0	..	4.0	4.0	2.4	0.6	..	0.7	1.8	8.0
Items Sold	0.5	0.4	0.2	0.5	0.6	..	..	..	0.5	1.6	..	0.8	0.6	1.0	0.3	..	0.3	0.7	3.7
Amount of Sales (\$)	1.20	0.70	0.80	0.50	11.60	..	..	..	2.60	14.60	..	6.30	4.60	11.20	4.30	..	2.00	3.60	30.50
Selling from Printed Matter:																			
Items Mentioned	5.4	2.1	4.7	4.3	2.7	2.0	34.6	0.3	7.0	0.6	2.0	6.3	6.6	7.6	4.1	6.2	..	9.0	1.2
Items Sold	1.7	0.9	0.9	1.6	0.6	0.8	2.2	0.2	1.9	0.3	0.1	1.0	0.6	1.6	0.8	1.4	..	1.3	..
(c)	..	..	(1.1)	(1.6)	(0.9)	(5.8)	(1.4)	(1.7)	(0.8)	(0.5)	..	..	(1.0)	(0.6)	(1.8)	(0.1)	(0.7)	..	(2.7)
Amount of Sales (\$)	31.60	16.00	23.00	22.60	18.30	124.00	21.20	18.30	23.90	17.30	0.90	7.50	15.70	26.40	20.60	20.00	0.70	12.30	18.70
Selling from PM & Samples:																			
Items Mentioned	..	..	0.9	..	..	..	..	..	..	..	..	..	..	..	..	0.4	..	0.4	..
Items Sold	..	..	0.5	..	..	..	..	..	..	..	..	..	..	..	..	0.3	..	0.1	..
Amount of Sales (\$)	..	..	19.60	..	..	..	..	..	..	..	..	..	..	..	..	1.40	..	4.10	..
Miscellaneous Selling																			
Items Mentioned	0.4	0.6	0.2	..	0.1	..	0.2	0.3	0.1	0.7	..	1.7	0.9	0.8	0.2	0.1	1.3	0.1	..
Items Sold	0.4	0.2	0.1	..	0.1	..	0.2	0.3	0.2	0.2	..	1.4	0.7	0.6	0.2	0.1	1.0	..	..
Amount of Sales (\$)	11.60	5.50	3.10	..	2.30	..	1.20	8.80	..	3.10	..	11.50	10.30	7.40	6.00	5.10	21.30	..	..

TABLE 2—COUNTRY SALESMEN—Continued
SELECTED DATA SHOWING SELLING EFFECTIVENESS PER CALL OF 38 COUNTRY WHOLESALE DRUG SALESMEN FROM
NINE WHOLESALE DRUG HOUSES

ITEM	SALESMAN																		
	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38
Rating of Salesman(a)	A	A	B	B	B	C	C	A	A	B	B	C	C	A	A	B	B	B	C
Calls Per Day(b)	4	6	10	5	12	4	8	6	15	8	10	8	10	10	8	8	6	10	4
Minutes Per Call	46.9	69.5	32.3	69.9	44.6	78.4	44.4	58.8	29.9	41.5	48.7	39.8	53.2	53.7	57.4	65.6	49.6	47.0	111.9
Selling Time Per Call	13.7	16.4	9.6	16.3	15.9	24.8	7.2	8.4	8.6	3.8	12.5	7.3	9.7	17.9	11.1	16.9	9.2	16.3	22.0
All Selling:																			
Items Mentioned	34.0	20.7	18.8	15.2	27.2	71.0	20.9	22.5	25.3	4.0	44.1	15.3	21.0	24.2	5.9	36.4	10.5	24.2	18.0
Items Sold	7.5	5.5	5.5	6.6	6.2	12.0	3.7	7.2	3.6	1.3	6.1	2.1	3.7	4.7	2.1	4.5	2.2	5.4	7.7
Amount of Sales (\$)	79.00	83.50	30.20	44.20	44.70	89.70	34.90	48.60	16.90	21.50	81.00	22.50	28.20	46.00	53.00	42.40	29.00	33.40	48.20
Asking About Stocks:																			
Items Mentioned	25.2	8.7	13.7	..	9.8	52.0	11.3	20.3	22.7	3.2	41.1	4.9	17.3	7.6	2.5	6.0	4.0	8.4	8.0
Items Sold	4.0	1.7	2.7	..	2.0	7.5	1.4	4.2	2.3	0.8	4.0	0.2	1.2	1.1	0.5	0.8	0.5	2.4	3.0
Amount of Sales (\$)	29.20	19.50	18.10	..	15.30	22.50	20.40	34.80	9.50	15.60	53.00	1.50	6.20	3.00	2.50	5.50	5.40	14.40	16.00
Selling from Samples:																			
Items Mentioned	6.0	8.0	..	2.4	5.9	2.5	1.0	..	0.1	0.3	..	..	0.5	1.6	1.0	11.4	3.0	9.1	8.7
Items Sold	2.0	2.3	..	1.2	2.2	..	0.5	..	..	0.3	..	..	0.2	0.6	0.9	2.9	1.0	1.9	4.2
Amount of Sales (\$)	10.00	9.20	..	4.00	7.30	..	2.20	..	..	1.80	..	..	2.10	4.90	32.90	31.90	13.00	10.10	21.50
Selling from Printed Matter:																			
Items Mentioned	2.5	3.3	5.1	12.8	10.5	15.5	8.6	2.2	2.5	0.3	2.5	10.4	3.3	5.8	1.0	18.5	3.0	6.7	1.3
Items Sold	1.2	1.3	0.1	1.8	1.6	3.5	0.9	1.0	(1.3)	0.1	0.6	0.8	0.5	1.0	0.2	0.7	0.5	1.1	0.5
(c)	..	..	(2.7)	(3.6)	..	(0.9)	..	(2.0)	(1.3)	..	(1.1)	(1.1)	(1.8)	..	..	..	..	..	..
Amount of Sales (\$)	38.50	51.10	12.10	40.20	20.20	30.80	12.30	13.80	7.40	1.10	15.40	21.00	19.90	17.90	6.90	4.50	7.50	8.90	10.70
Selling from PM & Samples:																			
Items Mentioned	0.3	0.5	..	..	0.6	0.5	..	..	..	..	..	..	0.1	0.5	0.9	0.4	0.1	..	..
Items Sold	0.3	..	..	..	0.4	0.5	..	..	..	..	..	..	..	0.2	0.1	..	0.1	..	..
Amount of Sales (\$)	1.30	..	..	..	1.90	31.20	..	..	..	..	..	..	..	1.60	5.60	..	0.80	..	..
Miscellaneous Selling:																			
Items Mentioned	..	0.2	..	..	0.4	0.5	..	..	..	0.2	0.5	..	0.2	8.7	0.5	0.1	0.4	..	..
Items Sold	..	..	..	..	..	0.5	..	..	..	0.1	0.4	..	..	1.8	0.4	0.1	0.1	..	..
Amount of Sales (\$)	..	3.70	..	..	..	5.20	..	..	..	3.00	12.60	..	..	18.60	5.10	0.50	2.30	..	..

(a) Rating of salesman by house executives. A—Above Average; B—Average; C—Below Average.

(b) Excludes calls on hospitals and calls in which no interview was secured.

(c) Number in brackets indicates number of items sold from printed matter which the salesman gave to the buyer to read. Source: Time-and-duty analysis of 38 country wholesale drug salesmen.

APPENDIX C

PROCEDURE USED IN TIME AND DUTY STUDY

1. *General Picture of the Time-and-Duty Study* — The specific information obtained from the study was composed of three parts:

- a. The exact time the salesmen spent on each of the elements going to make up the selling day.
- b. The number of sales attempts made under each type of selling, the number that were successful, and the amount of sales.
- c. The types of sales arguments used, and their relative effectiveness.

To obtain this information, one complete day was spent with each salesman. Timing was begun when he left his home in the morning and continued until he returned to it at night (in some cases, initial and final time had to be estimated, based on distance involved and the advice from the sales manager). A record was kept of each item mentioned, by type of selling (samples, printed matter, etc.) and by type of sales arguments used (saleability, profitability, etc.). These were recapitulated for each call, for each day, and for each firm.

2. *Salesmen Studied* — In order to get an accurate picture of the "average" salesman, one-third of the sample from each firm was chosen from the upper third of the sales force, one-third from the middle third, and one-third from the lower third. The ratings of the salesmen were by house executives, who were asked to consider not only volume of sales, but sales in relation to potential, good-will building, etc.

3. *Procedure in the Store* — The observer was introduced to the druggist by the salesman, the most successful introduction appearing to be: "This is Mr. Davis. Don't worry about him. He's checking up on me." After acknowledging the introduction, every attempt was made to remain as inconspicuous as possible, so as not to influence the interview in any way.

Data were recorded on a form made by stapling two of the firm's regular order sheets together, and placing them on a clip-

board. The first sheet was used to record the information on items sold, the second sheet (which the salesman did not see) was to record the time study and the tabulation of number of items mentioned, number sold, and types of arguments used. A sample tabulation for one call is shown in Figures A and B.

As shown in Figure B, continuous timing was used. That is, the watch was allowed to run continuously and the exact time was recorded from the start of each element. By subtracting each recorded time from the subsequent entry, the time for each element could be determined. Due to the necessity for speed and the limited space available, each element was indicated by a letter code. The code used in this study was:

SC—Stock checking	WB—Want book order writing
SS—Selling from samples	CA—Collection and adjustment
PM—Selling from printed material	SP—Sales promotion
PMS—Selling from printed material and samples	M—Miscellaneous essential time
MS—Miscellaneous selling—with- out selling aids	AI—Await interview
AD—Display advice	BI—Broken interview
ADA—Display assistance	GC—General conversation
AP—Sales promotion advice	IT—Idle time
AM—Managerial advice	Tr—Travel time
	Eat—Eating time
	NE—Nonessential time outside store

The bottom section of Figure B was used for tabulating the types of selling by number of items mentioned and sold, and the types of sales arguments used. Each time a sales attempt was made, it was recorded under the type of selling used. A code letter was again used for recording the type of argument. When a sale was made, the successful argument was circled and the item was recorded on the first page (see Figure A). Enough information about the merchandise was included so that later pricing was possible. The type of selling by which the sale was made was indicated by code letters preceding the item.

4. *Summarizing the Data* — The first step in summarizing the data was to compute the times involved in each element. Next, the dollar volume of sales, by each type of selling effort, was determined (pricing was either done at the house or obtained from the salesman). These were then recapitulated for each call—

Figure C shows the form used. Once all the calls were recapitulated, they were summarized by day, by all city salesmen, by best and poorest salesmen, etc. The analysis then took the form shown in Chapters V and VI of this report.

FIGURE A
TIME-AND-DUTY ANALYSIS RECORD FORM, PAGE 1

SAMPLE CALL

PM	½ doz.	B & B No. 245 Corn Remover
PM	Deal	Dr. West No. 2400—6
PM	Deal	Fitch No. 1008
SC	4 doz.	Bayer's Aspirin 24's
PM	1 doz.	Sloan's Liniment—70¢
SS	Deal	Parker Quink No. 950—46
SS	1 doz.	No. 16 Satchet
SC	2 cse.	Pabulum 8 oz.

(The above represents the sales made by promotional selling for one call. Code letters on left indicate the type of selling used in making the sale. Figure B shows the origin of these items.)

FIGURE B
TIME-AND-DUTY ANALYSIS RECORD FORM, PAGE 2

SAMPLE CALL

Tr.—910.1/AI—16.8/PM 24.3/BI—27.1/SC—39.4/GC—41.2
PM—46.0/AM—48.5/SS—49.6/WB—54.1/SC—1002.8/GC—4.1
M—6.4/Lv.—7.1

(Recorded times for one call are represented above. Letters indicate element, time shown indicates when this element was begun. Thus, in this example, the salesman left his preceding call and began traveling (Tr.) at 910.1—10.1 minutes after 9:00 o'clock. He reached this customer and started awaiting the interview (AI) at 916.8; the interview was begun by the showing of some printed matter (PM) at 924.3. The entire call is recorded in similar fashion.)

SC ////(C)(C)C // /

SS S(P)P

PM (P)Q(Q)///(/)(P)A

PMS

MS

(This represents the promotional selling done on this call. Code at left indicates type of selling, while the number and type of arguments given follow it. Thus, under selling from printed matter (PM), the first argument used was one based on profitability (P). The attempt was successful, so the P was circled and the item recorded on the first page of the form (see Figure A). In similar fashion, two more items were presented based on the quality (Q) of the merchandise. The second attempt was successful, as indicated by the circle. Following that, four items were shown in routine fashion (/), one of which resulted in a sale. The same information is shown for all selling done during the interview.)

APPENDIX D

QUESTIONNAIRES USED IN PREPARING THE JOB ANALYSIS

The three series of questionnaires used as a basis for the preparation of the job analysis are shown on the following pages. They are:

- D-1. Survey of Wholesale Drug Executives—Policies Affecting Salesmen
- D-2. Survey of Wholesale Drug Salesmen
- D-3. Survey of Retail Druggists' Appraisal of Wholesaler's Sales Policies

Methods used in distributing these questionnaires and the number of completed questionnaires returned are presented in Chapter I.

APPENDIX D-I

BUREAU OF BUSINESS RESEARCH College of Commerce and Administration, The Ohio State University

SURVEY OF WHOLESALE DRUG EXECUTIVES—POLICIES AFFECTING SALESMEN

The information you furnish will be held in strict confidence, and will be published only in table form combined with replies from other houses, so that it cannot be identified with your house.

SECTION I—QUESTIONS ABOUT YOUR SALESMEN AND SALES POLICIES

1. What do you consider the best sources of prospective salesmen, assuming applicants are available from all of them: (Please number 1, 2, 3, etc. in the order in which you would rank them)
 - a. Graduating seniors from High School _____ g. Graduating seniors from colleges of:
 - b. Clerks in retail stores _____ 1) Pharmacy _____
 - c. Pharmacists in retail stores _____ 2) Business Administration _____
 - d. Salesmen experienced in other lines _____ 3) Liberal Arts _____
 - e. Your own house employees _____ From what job would they probably come? _____
 - f. Other sources? _____
2. What were the sources of the last two salesmen you hired? (If a veteran, what was he doing before he went into the service?)
 1. _____
 2. _____
3. In hiring an inexperienced salesman, what do you consider the minimum educational requirements? _____ What education do you consider desirable? (If college, specify whether Pharmacy, Business Administration, etc.) _____
4. What methods do you use in selecting salesmen? (Please check all you use)
 - a. Application blank _____ b. Check of references _____ c. Check previous employers _____
 - d. Interviews _____ With how many executives? _____ e. Rating sheets? _____ How many executives do the rating? _____ f. Aptitude tests _____ Which ones? _____
 - g. Other methods? _____

Which of the above methods of selection do you think the most important? _____
5. What age do you consider best for starting an inexperienced salesman on the road? _____ The minimum age for starting him _____ The maximum age? _____
6. Are you training any employees as prospective salesmen? Yes _____ No _____ If you answer "no," do you plan to start training any salesmen within the next six months? Yes _____ No _____ Please give us the following information about your training program. (If you plan on starting a program, please give the information about your plans)
 - a. Were the trainees hired with the intent of making salesmen out of them? _____ Or are they regular employees who have demonstrated sales aptitude? _____
 - b. Do they have regularly assigned jobs? _____ Or are they assigned to various departments for training only? _____
 - c. Do you hold regular classes? _____ How many hours per week? _____ Are they held on house time? _____
 - d. Are trainees paid on the basis of the job they hold in the house? _____ Or on a separate basis, as trainees? _____
 - e. Are you using the G. I. Bill of Rights for on-the-job training? _____
 - f. Do they have a definite schedule of rotation among the jobs in the house? _____ Approximately how many weeks will they spend in: 1) Warehouse _____ 2) Office _____ 3) City desk _____ 4) Telephone order clerk _____ 5) In the field, with experienced salesmen _____ 6) In a retail drug store _____ 7) Other training _____
7. Do you have a written program (that is, subjects he is to cover, sequence, time spent with each, etc.) Yes _____ No _____
8. Do you have written manuals covering the content of the subjects included in your training program? Yes _____ No _____
9. Do you, at your regular sales meetings or at some other time, give your experienced salesmen any training other than information about current deals, promotions, etc.? If you do, please list the subjects covered in the past four months: _____
10. How many push items were your salesmen given to work last month (promotions, deals, new goods, etc.)? _____ How many samples were they given last month? _____
11. Do you make any provision to see that your salesmen plan their sales calls in advance? (That is, as to specific items to show to each customer, probable needs of the customer, etc.) Yes _____ No _____ If you answered "yes" what provision do you make? (Please describe) _____
12. Do you expect your salesmen to give the retail druggist advice and assistance of the type shown below, as a supplement to his direct selling efforts?
 - a. Advice or assistance in arranging displays? Yes _____ No _____
 - b. Advice on selling and sales promotions? Yes _____ No _____
 - c. Advice to clerks on best selling methods? Yes _____ No _____
 - d. Managerial advice (such as advice on store layout, accounting, etc.) Yes _____ No _____
 - e. Other supplementary assistance? (Please list) _____

13. Do you think this type of supplementary assistance is part of the job of the wholesale drug salesman? Yes _____ No _____ No opinion _____. If you answered "yes," about how much of a salesman's time should be spent in this manner? _____%
Please describe any dealer assistance plans or programs you have, or make any comments you would care to in this subject. (If you have no such plans, please write "none")

14. Approximately, what is the total number of accounts called on regularly by all your salesmen? _____ What is the average number of accounts in a city territory? _____ A country territory? _____
15. How many calls do your city salesmen make in an average day? _____ Your country salesmen? _____
16. Do you make any attempt to control the way the salesman spends his day, as to total amount of time spent? Yes _____ No _____. If your answer was "yes," please describe it

17. Do you make any attempt to control the amount of time the salesmen spend in stores of varying potential or purchases? Yes _____ No _____. If your answer was "yes," please describe the method of control you use.

18. Who decides on the sequence in which the salesmen make their calls? You _____ or the salesmen? _____. If the salesmen decide, do you make any check to determine the efficiency of their routing? Yes _____ No _____
19. Please indicate the percentage of your accounts called on:
a. More often than weekly City _____% Country _____%
b. Weekly City _____% Country _____%
c. Every two weeks City _____% Country _____%
d. Less often than every two weeks City _____% Country _____%
20. Who decides on the frequency of call? You _____ or the salesman? _____.
If you decide, on what basis is your decision made? _____
21. Do your salesmen have definite geographical territories? City salesmen? Yes _____ No _____ Country salesmen? Yes _____ No _____
22. Do you expect your salesmen to spend any time getting new accounts? Yes _____ No _____. If you answered "yes," about how many prospects per week do you think they should call on? _____. Do you require any report for a call on a prospect? Yes _____ No _____
23. What type of compensation plan do you use? (Please check)
a. Salary _____ b. Commission _____ c. Salary plus commission _____ d. Drawing account plus commission _____
e. Other? _____
If you use more than one type of plan please explain _____
24. How do you evaluate salesmen, for purposes of compensation? (Please check)
a. Some form of quota or point system? _____
b. Absolute total sales? _____
c. Absolute sales of particular lines of merchandise? _____
25. If you pay on the basis of a quota or point system, what factors do you take into consideration? (Please check all you use)
a. Past total sales _____
b. Past sales of particular lines of merchandise _____
c. Retailers potential purchasing power _____
d. Number of new accounts secured _____
e. Some type of rating plan _____ If you checked this, what factors are considered in rating the salesmen?

- f. Other factors? Please list _____
26. What is the approximate income of an average, experienced city salesman in your house today? \$ _____ per month. An average, experienced country salesman? \$ _____ per month. What were the average earnings of a "top third" salesman in April of this year? \$ _____
27. How do the earnings of your average country salesman compare with the earnings of your.
a. Operations manager? Average salesman earns more _____ about the same _____ less _____
b. Chief accountant? Average salesman earns more _____ about the same _____ less _____
c. Sales manager? Average salesman earns more _____ about the same _____ less _____
28. How do the earnings of your best salesman compare with the earnings of your.
a. Operations manager? Best salesman earns more _____ about the same _____ less _____
b. Chief accountant? Best salesman earns more _____ about the same _____ less _____
c. Sales manager? Best salesman earns more _____ about the same _____ less _____
29. Do you pay city salesmen's expenses? Yes _____ No _____ Country Salesmen's? Yes _____ No _____. If you answered yes, do you pay a flat amount? _____ or actual expenses? _____. Is the income given for salesmen in question 26 clear income (over and above expenses)? Yes _____ No _____. If you pay expenses, what is the average expense for a city salesman? \$ _____ per month. A country salesman? \$ _____ per month.
30. Do you think any ceiling should be placed on salesmen's earnings? Yes _____ No _____ No opinion _____.
If you answered "yes," what do you suggest? _____
31. How often do you hold sales meetings? _____
32. Will you please list, in the order of their importance, the four major difficulties your salesmen encounter?
a. _____
b. _____
c. _____
d. _____

SECTION II. QUESTIONS ABOUT YOU AND YOUR HOUSE

(Please return the questionnaire, whether or not you care to answer all the questions below. Remember, however, that the data you give will be considered confidential. The questions below are only to aid in classifying the data for purposes of analysis)

1. What is the title of your position in the house? _____
2. How many city salesmen do you have? _____ Country salesmen _____
3. Are you planning to expand your sales force? Yes _____ No _____ Don't know _____. If you are, by how many salesmen? _____
4. The name and address of your house, if you care to give it: *(Please give the state you are located in, whether or not you care to give the remainder)*

 name city state
5. Would you mind giving the approximate drug and sundry sales of your house for 1945?
(Exclude liquor, tobacco, etc.) \$ _____

Signed (if you care to) _____

NOTE: Your cooperation in filling out this questionnaire is appreciated. We believe the results of this study will be of value to you. Thank you. We would appreciate any comments you would care to make below.

APPENDIX D-2

BUREAU OF BUSINESS RESEARCH College of Commerce and Administration, The Ohio State University

SURVEY OF WHOLESALE DRUG SALESMEN

The information your furnish will be held in strict confidence, and will be published only in table form combined with replies from other salesmen, so that it cannot be identified with you. Your house executives will not see your answers.

SECTION I—QUESTIONS ABOUT YOUR WORK

Do not use
this space

1. If you were now preparing yourself for a career as a wholesale drug salesman, what would you consider as an adequate education? (Please check)
 - a. No minimum education _____ 1
 - b. High school graduation _____ 2
 - c. College graduation in Business Administration _____ 3
 - d. College graduation in Pharmacy _____ 4
 - e. College graduation in Liberal Arts _____ 5
 - f. Other (Please specify) _____
2. How would you rank the following as a background for wholesale drug selling? (Number 1, 2, 3, etc. in the order of their importance)
 - a. Training in Pharmacy _____
 - b. Training in a college of Business Administration _____
 - c. General selling experience _____
 - d. Wholesale house training _____
 - e. Retail drug store training _____
 - f. Other (Please specify) _____
3. Do you feel that you need any additional training at the present time? Yes _____ 1 No _____ 2
 - If you were to be offered additional training at the present time, what two types would be the most valuable to you? (Please check two)
 - a. Training in salesmanship _____ 1
 - b. House training in items, sizes, prices, etc. _____ 2
 - c. Technical knowledge of the products you sell _____ 3. If you checked this one, what types of products (pharmaceuticals, proprietaries, etc.) _____
 - d. Training in retail store operations (accounting, buying, tax problems, etc.) _____ 4
 - e. Training in methods of assisting the retailer in sales promotions, displays, etc. _____ 5
 - f. Others (please specify) _____
4. What is the total number of accounts in your territory that you call on regularly? _____ Would you favor having more accounts _____ 1 Fewer accounts _____ 2 Or keeping the same number you now have _____ 3 (Please check one)
5. How many of your accounts do you call on more than once per week? _____ Weekly? _____ Every two weeks? _____ Less often than once every two weeks? _____
6. How many calls did you make yesterday (or your last selling day) _____ How many calls did you make the selling day before that? _____
7. Are you calling on all the accounts you can handle now? Yes _____ 1 No _____ 2 How many prospects did you visit last week in an attempt to get new accounts or regain old ones? _____ Do you report each one of these calls? Yes _____ 1 No _____ 2
8. On what basis are you paid? Salary _____ 1 Commission _____ 2 Salary plus commission _____ 3 Drawing account plus commission _____ 4 Other basis? (Please describe) _____ Who pays your expenses? You _____ House _____
9. On what basis would you prefer to be paid? _____
10. Do you make a definite sales plan in advance (that is, as to items to be sold, probable needs of the retailer, etc.) before making each call? Yes _____ 1 No _____ 2 Do you have any form to aid you in planning your sales? Yes _____ 1 No _____ 2 If you checked yes, please describe it (or enclose a copy) _____
11. Please indicate with a check mark which one type of selling you think gives you the greatest sales volume per amount of time used for each of the types of products listed below on the left.

	Stock Checking	Selling from Samples	Selling from Printed Matter	Selling Without Aids
a. Pharmaceuticals	_____ 1	_____ 2	_____ 3	_____ 4
b. Drugs and Chemicals	_____	_____	_____	_____
c. Proprietaries	_____	_____	_____	_____
d. Established Sundries	_____	_____	_____	_____
e. Specialties or new Sundries	_____	_____	_____	_____
f. Special deals	_____	_____	_____	_____

12. In what per cent of your accounts do you have the privilege of checking stock yourself without asking permission? _____% When do you prefer to check the want book?
 _____ a. Before the interview? _____ 2 _____ c. After the interview? _____ 3
 _____ b. During the interview? _____ 2 _____ d. Makes no difference? _____ 4
13. Did you spend any time last week in aid or advice to the retailer supplementary to your direct selling effort, such as shown below (please use 0 to indicate no help was given)
 _____ a. Advice on selling and sales promotions? How many minutes? _____
 _____ b. Advice to clerks on best selling methods? How many minutes? _____
 _____ c. Advice or aid in arranging displays? How many minutes? _____
 _____ d. Managerial advice (such as advice on store layout, accounting, tax problems, etc.) How many minutes? _____
 _____ e. Other advice or assistance of this type? Please describe and give number of minutes spent: _____
14. Does the retailer expect you to give him this type of advice or assistance? Yes _____ 1 No _____ 2
 Don't know _____ 3. Do you think this type of activity is part of your job as a wholesale drug salesman?
 Yes _____ 1 No _____ 2 No opinion _____ 3
15. Do you think you should spend more? _____ 1 the same? _____ 2 or less time? _____ 3 in this type of supplementary advice or assistance? (Please check one)
16. What are the four major difficulties you encounter in selling?
 First _____
 Second _____
 Third _____
 Fourth _____
17. Other than giving you information about promotions, deals, etc. at sales meetings, what is your house doing to assist you in selling more effectively?

18. What are some things your house could do, or changes it could make, to assist you in your selling?

NOTE. (Please use the back of this sheet if you need more space)

19. What do you consider to be fair average monthly earnings for the following types of wholesale drug salesmen? Average salesman _____ Below average salesman _____ Top salesman _____ New salesman _____
20. How many hours per week do you work traveling and calling on customers? _____ At the house? _____
 At home preparing for work? _____

SECTION II. QUESTIONS ABOUT YOU AND YOUR HOUSE

(Please return the questionnaire, whether or not you care to answer all the questions below. Remember, however, that the information you give will not be disclosed)

1. Are you a city or country salesman? City _____ 1 Country _____ 2
2. How long have you been selling wholesale drugs? _____ Years
3. Please circle the last grade you attended in school: Grade school 1 2 3 4 5 6 7 8
 High school 1 2 3 4 College 1 2 3 4 5 6 Other education (Please specify) _____
4. If you attended college, what course did you take? _____
 Did you graduate? Yes _____ 1 No _____ 2 What is your present age? _____ Years
5. What type of work did you do before you began selling wholesale drugs?
 a. Worked in retail drug store as a clerk? How many years? _____
 b. Worked in retail drug store as a pharmacist? How many years? _____
 c. Had general selling experience? How many years? _____ What did you sell? _____
 d. Worked in wholesale drug house? How many years? _____ What job did you have in the wholesale sale house immediately before you became a salesman? _____
 e. Other experience of aid in selling wholesale drugs? (Please specify and tell how long you worked) _____
6. What were your sales for the first six months of 1946? \$ _____
7. What were your earnings from the wholesale house for the first six months of 1946? \$ _____
 Did you pay your own expenses out of these earnings? Yes _____ 1 No _____ 2
8. name of your house _____ city _____ state _____

Your name, if you care to give it _____
 Your cooperation in filling out this questionnaire is appreciated. Thank you. We would appreciate any comments you would care to make below.

APPENDIX D-3

BUREAU OF BUSINESS RESEARCH College of Commerce and Administration, The Ohio State University

SURVEY OF RETAIL DRUGGISTS' APPRAISAL OF WHOLESALERS' SALES POLICIES

The information you furnish will be held in strict confidence, and will be published only in table form combined with replies from other druggists, so that it cannot be identified with your store. Neither your salesman nor your wholesale house executives will see your answers.

SECTION I—QUESTIONS ABOUT THE WHOLESALE DRUG SALESMAN WHO CALLS ON YOU (Please give the information about the salesman from whom you buy the most)

Do not use
this space

1. How many times per month (four weeks) does your wholesale drug salesman call on you? _____
2. Does your major supplier solicit your business by phone? Yes _____ No _____ If your answer was "yes," how many times per month (four weeks)? _____ How many times per month would you like to be called? _____
3. Which would you prefer: Wholesaler phone you? _____ Phone in yourself? _____
4. How much education do you think it desirable that a wholesale drug salesman have?
 - a. No minimum requirement _____
 - b. High school graduation _____
 - c. College graduation in Liberal Arts _____
 - d. College graduation in Pharmacy _____
 - e. College graduation in Business Administration _____
 - f. Other? _____
5. Please indicate by check mark whether your major salesman has given you any of the special types of assistance (that is, assistance not directly connected with selling your wholesale drugs) listed below during his last four calls:
 - 1) Advice on display arrangements (interior or window) Yes _____ No _____
 - 2) Assistance on display arrangements Yes _____ No _____
 - 3) Advice on methods of selling or sales promotions Yes _____ No _____
 - 4) Advice to your clerks on better selling methods Yes _____ No _____
 - 5) Information on successful sales promotions of other druggists Yes _____ No _____
 - 6) Assistance on getting special displays Yes _____ No _____
 - 7) Advice on store arrangement or store layout Yes _____ No _____
 - 8) Information on sources of items not stocked by this house Yes _____ No _____
 - 9) Miscellaneous managerial advice (on accounting, hiring employees, Fair Trade prices, etc.) Yes _____ No _____
 - 10) Any other special advice or assistance of this general type? (Please describe) _____
6. Approximately how much time, in total, did he spend on this type of assistance during his last four calls? _____ Minutes
7. Do you want the salesman to give you this type of assistance? Yes _____ No _____ No opinion _____ If you answered "yes," what three types do you consider the most valuable to you. Please circle three of the numbers below, which correspond to the types of assistance listed in question 5.
1 2 3 4 5 6 7 8 9 10 Or would you prefer some type not listed?
(Please describe) _____
8. How long has the present salesman of your major supplier been calling on you? _____ Years.
If you know, approximately how long has he been selling wholesale drugs? _____ Years.
9. Please indicate with a check mark those items and types of information shown below in which your major salesman does not have an adequate knowledge:

Type of Item	Sizes and Prices	Uses of Product	New Products
a. Drugs and Chemicals	_____	_____	_____
b. Pharmaceuticals	_____	_____	_____
c. Proprietarys	_____	_____	_____
d. Toiletries	_____	_____	_____
e. Sundries	_____	_____	_____
10. How would you rate the salesman of your major wholesale supplier on the following factors? (Please use A for excellent, B for good, C for medium, D for poor, and E for very poor)
 - a. Personality _____
 - b. Interest in your welfare _____
 - c. Knowledge of your problems _____
 - d. Business-like attitude _____
 - e. Knowledge of available deals _____
 - f. Responsibility in keeping promises _____
 - g. Fairness in allocating scarce mde. _____
 - h. Knowledge of availability of items _____
 - i. Knowledge of current advertising campaigns _____
11. What is your overall rating of your major drug salesman, compared with all other salesmen who call on you? (Specialty men, manufacturers' representatives, etc.)
 - a. Excellent _____
 - b. Above average _____
 - c. Average _____
 - d. Below average _____
 - e. Poor _____

12. If your wholesaler should start a training program for his salesmen, what *two* subjects do you think he should teach, in order that your salesman could serve you better?

1) _____

2) _____

13. On the last call made by the salesman of your major *wholesale* supplier, how many minutes (approximately) did he spend in your store? _____ *Minutes*

14. About what per cent of your buying (not counting candy, soda fountain supplies, magazines, and liquor) is done directly with the manufacturer? _____%

15. Please check *all* the reasons why you buy directly from the manufacturer:

1) Lower prices _____

2) Get mds. not available from wholesaler _____

3) Get better service _____

4) Salesman knows line better _____

5) Like salesman _____

6) Can get fresher merchandise _____

7) Quicker delivery _____

8) Get better merchandising aids _____

9) Prepaid delivery _____

10) Greater discounts _____

11) Others _____

16. Please check the most important reasons why you give one wholesale druggist more business than you give his competitors:

1) Quicker delivery _____

9) Better merchandising aids _____

2) Prepaid delivery _____

10) More interest in retailers' problems _____

3) Better prices _____

11) Wholesaler helped me get started _____

4) Fewer shorts _____

12) More congenial house employees _____

5) Solicited more often _____

13) Like salesman better _____

6) Greater discounts _____

14) Been buying from this wholesaler for years _____

7) More liberal credit _____

15) Others _____

8) Have investment in wholesaler _____

17. What can your wholesaler or his salesman do to improve his service to you? (This might include comments on packing, delivery, credit policy, discounts, selling methods, merchandising aids, sales promotion assistance, clerk training, etc.)

NOTE: (Please use the back of this sheet if you need more space)

SECTION II—QUESTIONS ABOUT YOURSELF

(Please return the questionnaire, whether or not you care to answer all the questions below. Remember, however, that the information will not be used in any way to reveal its source. The questions asked below are only for purposes of classification)

1. Counting yourself, how many full time clerks do you have? _____ How many part-time clerks? _____

- Do you have a liquor department? Yes _____ No _____

2. What are your approximate daily sales? Less than \$50 _____ 1 \$50 to \$99 _____ 2 \$100 to \$149 _____ 3

- \$150 to \$199 _____ 4 \$200 to \$299 _____ 5 \$300 and over _____ 6

3. About how much of these sales are in drugs and other products handled by the wholesale druggist?

- \$ _____ (Exclude liquor)

4. Do you have a fountain? _____ serve meals _____? Have a prescription department? _____

5. Are you located in: A main business area _____ 1 A secondary business area _____ 2 Or a neighborhood

- area _____ 3

6. What is your address (city and state)? _____ city _____ state _____

Your name (if you care to give it) _____

NOTE: Your cooperation in filling out this questionnaire is appreciated. Thank you. We would appreciate any comments you would care to make below.

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