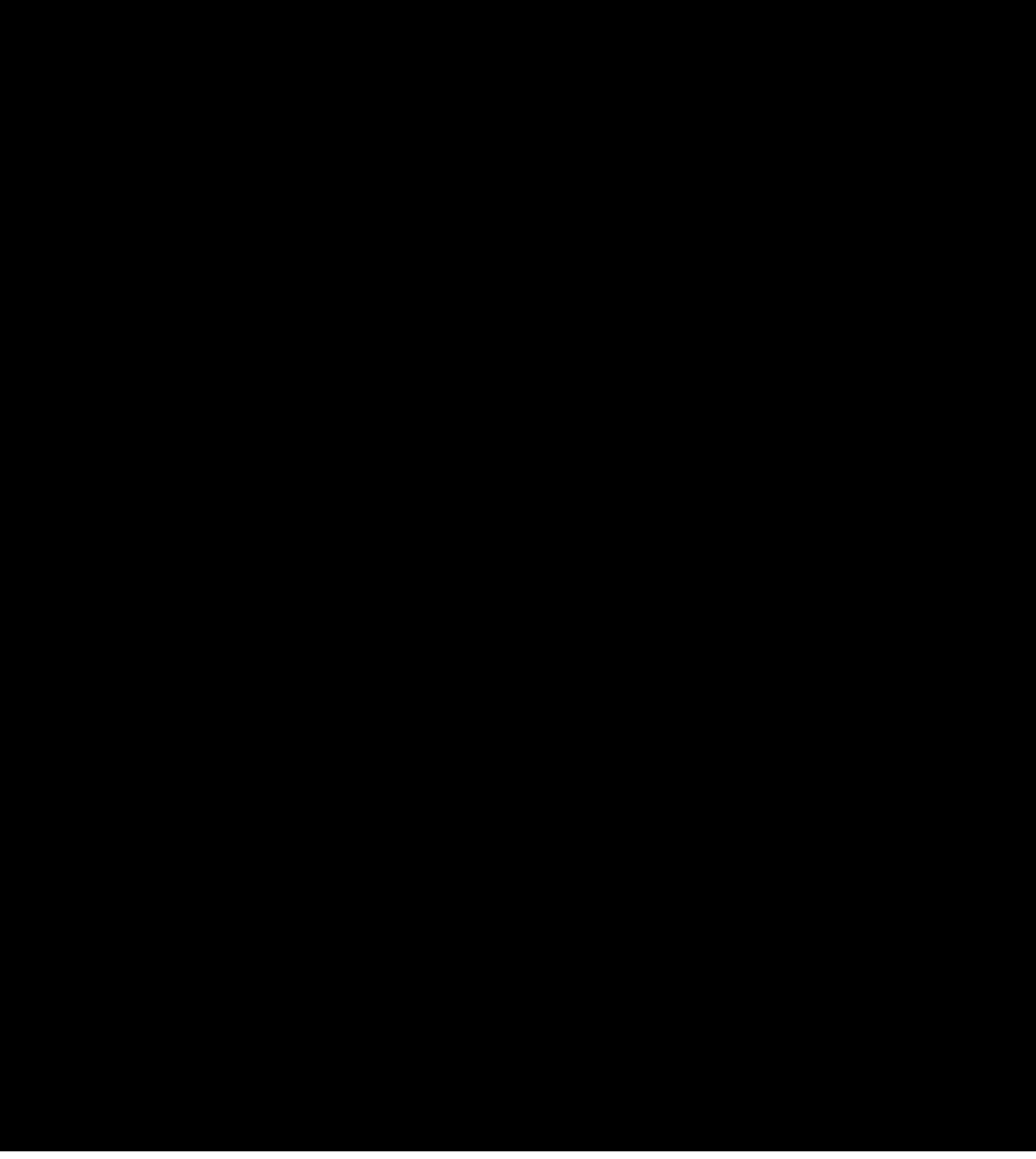




MANAGEMENT



John H. Weeks (left), director of personnel relations, and B. W. Maxey, controller, head the committee that is showing Glidden Co. how . . .

Less Paper Means Lower Cost

Glidden Co. finds that many forms and reports serve no purpose. By cutting them out or combining them, it saves money, gives executives more time for work that really counts.

As a company grows, the complexity of its daily operations keeps pace—and more. As a result, it becomes harder and harder for top management to keep abreast of what's going on.

• **Too Much Paper**—One of the worst problems is the huge volume of paper work. Need for regular reports on purchasing, sales, inventories grows as the company grows. Widely separated plants and distribution facilities mean that more and more reports are needed to keep the home office informed.

And to add to the confusion, there's the ever-rising tide of paper work required by Washington—withholding tax, social security, BLS statistics, and all the rest.

• **Unhappy Choice**—So the top executive often faces an unhappy choice: If he pays the proper attention to all the reports, he hasn't any time for anything else; if he takes the needed time for other problems, he risks losing touch with details he ought to know about.

Many management men have tried to solve the problem by ignoring it—by deciding from day to day what has the most important claim on their time. But Dwight Joyce, president of Cleveland's Glidden Co., has gone after the problem at its source—the volume of paper itself.

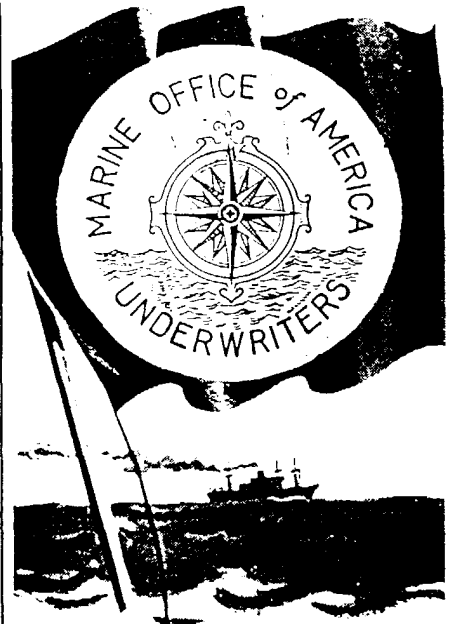
• **Vulnerable**—Glidden has been especially vulnerable for two reasons: rapid

growth and geographical diversification. It has 37 plants and mines, eight warehouses, 38 company-owned stores, strung all the way from Florida to California. Between 1943 and 1949 its assets almost doubled, while its sales in 1950's third quarter alone were more than half the total for all of 1943.

And its list of products has expanded from the paint and varnish that it started with in 1917. It now includes pharmaceuticals such as the new drug cortisone, sex hormones, powdered metals, type metal, charcoal, naval stores, such mine products as zinc, barytes, and ilmenite, and others.

• **Problem**—When Dwight Joyce succeeded his father as Glidden's president, in 1947, he says he was flabbergasted by the foot-high stack of paper work that awaited him on his desk every morning. It had to be handled promptly. Otherwise, the whole thing would just be doubled by next morning. And none of it could get the attention it really needed if Joyce was to have time for anything else.

• **Solution**—Joyce suspected many of the reports were either useless or duplications. So he tacked up a copy of every form used by the company on the walls of an office. Then he called in his executives for a job of analyzing. They weeded out 172 reports—those that were unnecessary and the rest that



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could be replaced by more efficient ones. The savings in printing costs alone came to nearly \$30,000 a year.

But the real savings were harder to measure in cold dollars and cents. The saving in employees' and executives' time was a big factor. Cabinet space needed for filing was cut way down.

• **Committee**—At the same time, Joyce appointed a committee to make a continuing study of the problem, including among its members John H. Weeks, director of personnel relations, and B. W. Maxey, controller. In all, Joyce and this committee have revamped, rearranged, combined, or eliminated more than 200 forms that were once considered absolutely indispensable.

• **Other Ideas**—This was only part of Joyce's successful program to pare unnecessary administrative costs.

When he got through paper-chewing, Joyce took a look at (1) transportation costs of top management; (2) telephone expenses; and (3) office procedures and costs.

• **Duplication**—When he was a vice-president, he had often found himself and another Glidden vice-president going to the same place at the same time on trips to distant plants or warehouses. Usually, one of them could have done both jobs. Today when an executive has to go to Chicago, New York, or the Pacific Coast, he lets his brother officers know about it, takes on the ordinary chores of the others, and thus saves the traveling expenses and the time of the other executive. It has cut company travel expenses 40% to 50%.

Next, telephone bills suddenly dropped about a third, without impairing efficiency. That's because Joyce discouraged the easy habit of lifting up the telephone when an overnight letter served the purpose.

• **Office Efficiency**—In another tightening-up project, Joyce put the Weeks-Maxey team to checking every item of office expense. This has become a permanent fixture of Glidden policy, with no procedure overlooked. A detailed analysis of such costs is made twice a year in most plants, at least once in all of them. Office workers are evaluated on (1) the importance of the job, (2) the amount of overtime, and (3) whether the job can be eliminated.

What bothered Joyce at the time was that Glidden had hired only one office worker for every 10 men in the plant before the war. In 1948, the ratio was three to 10; it was headed even higher in 1949.

The Weeks-Maxey studies have cut the figure to 2.6 for 10 today. A division chief's O.K. is needed before new people can be put on the payroll.

Joyce estimates that this program has saved Glidden about \$750,000, most of it from payrolls.

Glidden's selling and administrative



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expenses today are taking 12.5% of gross income, as compared with 10.1% back in 1945. Joyce figures that's not bad when you allow for expansion, higher wages, higher transportation, and other costs.

• **New Form**—And Joyce intends to keep right on with his cost-cutting, time-saving programs. Soon after Dec. 1, for instance, he's going to spring a surprise on clerks in seven of the company's plants. It will be a new office form, another result of the continuing study of how to cut administrative costs and time.

The new twist is a combination bill-of-lading and billing form. Here's how it works: When a girl types the bill-of-lading for a shipment, she'll also be typing the customer's bill. Besides printing costs, the new form will save the time of at least seven clerks in each plant, adding up to many hours daily that can be spent on other jobs.

Smith Rerigs Sales Setup

Around the end of World War II, Alexander Smith & Sons Carpet Co. decided to drop sales distributors, go into direct selling. As a result, its sales force jumped five times.

The system worked fine—until sales began growing so rapidly that Wilbert C. Hammel, vice-president in charge of sales, found himself swamped.

This week Alexander Smith was putting to work a new organizational scheme. It appointed six regional managers.

At the top level, there is a change, too. The sales organization is split into four divisions—sales, advertising, merchandising, and sales control.

The setup has three advantages: (1) It takes the load off Hammel; (2) it keeps district managers out of top-management hair; and (3) it provides for quick field decisions.



Young Presidents With a Purpose

If you're a company president, got the job before you were 35, and aren't over 45 now, you can join this group of businessmen. They have just launched the Young Presidents Organization. Their aim is to exchange top management problems, get acquainted, and do a serious job of selling themselves and their businesses to the public. Members of the executive committee met in New York last week to thresh out organizational problems. They are (left to right) Richard N.

Sellers, 35, who headed Ethicon Suture Laboratories when he was 34; Harold M. Athshul, 41, president of Ketchum & Co. since he was 25; Roger Kenna, 40, top man at Marlin Firearms Co. since 1945; Arthur Reis, 34, who has guided Robert Reis & Co. for three years; and Ray Hickok, 32, who took over Hickok Mfg. Co., Rochester, when his father was killed about five years ago. Hickok got YPO rolling and is its president. So far, there are about 200 members. Goal: about 500.