

# **INDUSTRIAL TRAFFIC MANAGEMENT**

**A SURVEY OF ITS RELATION  
TO BUSINESS**

**DEPARTMENT OF COMMERCE  
FOREIGN AND DOMESTIC COMMERCE**

**U. S. DEPARTMENT OF COMMERCE**  
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**INDUSTRIAL  
TRAFFIC MANAGEMENT**

**A SURVEY OF ITS RELATION TO BUSINESS**

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## FOREWORD

The Associated Traffic Clubs of America urged the Department of Commerce to undertake a survey of traffic management in the United States, pointing out that unnecessary industrial waste is going on in business in connection with the traffic, transportation, and shipping functions. The cooperation of such organizations as the Associated Traffic Clubs of America, the National Industrial Traffic League, chambers of commerce, and the regional advisory boards of the American Railway Association was offered.

In compliance with this request, the department, through the Domestic Commerce and Transportation Divisions of the Bureau of Foreign and Domestic Commerce, undertook a research into the causes of industrial waste associated with traffic management—a national survey of industrial traffic management as it pertains to various fields of activity and as conducted by establishments of various sizes, the nature of this phase of business administration, its place, purpose, organization, control, functions, and cost. Transportation costs in the average business, it developed, account for as much as 25 per cent of the total expenditures; in some, for a great deal more than this. Clearly, then, there is need for a broad and accurate conception of the importance of traffic management in the industrial structure.

There has been an absence of information concerning the general practices of business establishments in the organization of traffic departments and the delegation of work to them for direct supervision or advisory control which has prevented the formulation of general principles governing traffic matters; yet, unless sound conceptions of the jurisdiction of the traffic department and its relationship to industry are held by those directing a business, its work will be only partially successful. The findings in this report should, therefore, be of value both to enterprises with and to those without traffic departments, and to trade and community associations, regulatory bodies, carriers, and others interested in the economical and efficient handling of goods, for there is embodied in it authoritative information not previously available. The report does not attempt to discuss in detail every traffic activity nor to list every opportunity for waste or saving; its value lies in the many avenues for thought and study which it opens up.

The fine spirit of cooperation that marked the making of this survey is exemplified in the willingness with which firms told of past errors or wastes—later corrected through proper traffic management—in order that others might benefit therefrom in the future. The bureau is deeply grateful for cooperation of this highly constructive character.

The report is unique in that, through giving the exact language of questionnaire replies from actual users of transportation, it presents

a cross-section of present-day thought on industrial traffic administration. The bureau can not, of course, assume responsibility for the individual views quoted.

The report, written by Wayne E. Butterbaugh, professorial lecturer on transportation in the University of Minnesota, was prepared under the general supervision of A. Lane Cricher, chief of the transportation division of this bureau. Acknowledgment is made of the valuable assistance rendered the author by Jacob Levy in the preparation of the manuscript.

WILLIAM L. COOPER, *Director,*  
*Bureau of Foreign and Domestic Commerce.*

NOVEMBER, 1930.



## APPENDIX

### TRAFFIC, TRANSPORTATION, AND SHIPPING TERMS DEFINED

The following terms are used in this report to convey the following meanings:

*Bulk goods.* Commodities without packing transported via railway, waterway, highway, and pipe-line carriers, as well as via materials-handling facilities for plant transportation.

*Business concern, firm, institution, establishment.* An individual firm of a private nature which may be classified as a producer, industry, manufacturer, or commercial house.

*Carriers.* Transportation companies doing a common-carrier or contract-carriage business. They are operated and owned by companies selling services of a transportation, handling, and/or storage nature or of a special allied character. They may be illustrated by railroad, steamship, truck, cartage, pipe line, airplane, express, freight forwarding, and warehouse companies.

*Commerce.* The marketing (purchase and sale) and the traffic in and transportation and storage of goods. It is used in the same way as "distribution."

*Commercial concern.* A business firm of the "distributive" type, such as a wholesale, retail, jobbing, commission, brokerage, distributing, contracting, outfitting, marketing, or furnishing dealer or merchant, that acts as a middleman in the purchase of commodities produced, manufactured, or marketed and sells to other marketers or direct to consumers.

*Communication.* The sending and receiving of messages, the transmission of intelligence, or the movement of ideas by mail, telegraph, telephone, cable, radio, or messenger.

*Delivery department.* That division of a business organization delegated with the actual supervision and operation of local physical distribution of outbound shipments usually via highway in motor, electric, or horse-drawn trucks, or motor-cycle side cars, or bicycles, or by messenger; also via express and parcel post and freight to a limited extent. Such a department may or may not be independent of a traffic department. The cartage, trucking, and local hauling activities are not necessarily identical with those of a delivery department. Commonly established by department stores, dairies, laundries, bakeries, and fuel, ice, and similar concerns having a large amount of local sales.

*Distribution.* The buying, advertising, selling, and transporting of commodities, as differentiated from the production, manufacture, or consumption of commodities. As used it is synonymous with "commerce."

*Express.* Goods of practically every size and character, like freight, transported by railway, waterway, highway, and airway carriers and handled under separate management, usually by independent organizations known as express companies. The service is characterized as faster, more expensive, and given more personal attention than freight.

*Freight.* Goods transported by railway, waterway, highway, and airway carriers, in their freight service.

*Industrial or manufacturing concern.* A business enterprise of the "derivative" type, such as a mill, plant, tannery, factory, refinery, finisher, roaster, converter, furnace, foundry, canner, or some other business that changes the nature of the commodity handled.

*Mail.* Letters, documents, and other types of small-package goods transported by railway, waterway, highway, and airway carriers as agents of the United States Post Office Department.

*Marketing.* Restricted here to the buying and selling phases of distribution.

*Materials handling.* Represents the act of moving goods, in bulk, in packages, and in pieces. It is transportation as commonly used within a plant, yard, factory, warehouse, elevator, wharf, dock, pier, or station. It represents short-distance movements via such facilities as conveyors, cranes, electric and hand trucks, tractors and trailers, wheelbarrows, and shovels.

*Plant transportation.* The handling, moving, lifting, stacking, and shifting about of materials and commodities within the yards and buildings of an industrial or commercial concern by such facilities as trucks, tractors and trailers, cranes, belts, conveyors, elevators, tubes, pipes, cables, and railways.

*Producer.* A business enterprise of the "extractive" type, such as a mine, pit, quarry, farm, or ranch; a fishing, logging, or timber concern; or a grower or raiser.

*Receiving department, receiving room.* That division of the activities of a business organization delegated with the receiving, checking, unpacking, physical handling, and paper work incident thereto, for inbound shipments of freight, express, and parcel-post matter. Sometimes a part of the shipping department.

*Shipper.* The business man or the firm that not only forwards consignments by the various classes of carriers, but also receives them. In other words, the term is used in its broadest sense to represent the consignor and the consignee of freight, express, and mail traffic.

*Shipping.* The physical act involved in documenting, packing, crating, and otherwise preparing and forwarding goods. It is often used in business in a more general way, either in place of "traffic" or "transportation." In England it refers specifically to "transportation via water," and particularly "via coastwise and ocean vessels." "Shipping" is sometimes used to represent the opposite of "receiving."

*Shipping department, shipping room.* That division of the activities of a business organization often delegated with the packing, marking, and physical handling, and more often with the paper work, incident to forwarding outbound shipments of freight, express, parcel post, and sometimes other mail matter. This work is common to nearly all concerns. It is performed regardless of whether or not there is a modernly organized traffic department, to which it may or may not report.

*Storage.* The holding of goods either in an "open yard" out of doors, or "protected" under the cover of a warehouse, elevator, shed,

or house. Storage, as used in this report, is related to traffic in being considered as "transportation temporarily arrested."

*Traffic.* The movement of goods, people, or ideas (messages); more particularly, the handling of goods which are also termed "freight," "express," or "mail matter," when in the form of shipments, or when transported by carriers.

*Traffic department.* That division of a business organization delegated to look after the physical and the administrative transportation matters. These duties vary with nearly every industry, as well as with the individual concerns in each industry; but they may be briefly and broadly designated as the mental and physical functions having to do with traffic, transportation, shipping, storage, communication, and materials handling. In many business concerns the term is used for, and in place of, "transportation department," "shipping department," or "delivery department." Strictly speaking, traffic functions are administrative and do not cover the actual physical handling—transportation itself.

*Traffic management.* See p. 8.

*Traffic manager.* See p. 8.

*Transportation.* The physical act of moving goods or people. The actual work incident to the hauling by hand trucks or motor trucks or the shipping by airplanes, railways, or steamers. A broad use of the term includes all traffic, storage, communication, and shipping matters, but the word is not so used herein.

*Transportation department.* That division of a business organization delegated with the actual supervision of the operation of transportation equipment. In some organizations it includes the mental traffic functions as well as those of a strictly physical transportation nature, and means "traffic department."

#### QUESTIONNAIRE NO. 1.—INDUSTRIAL TRAFFIC-MANAGEMENT SURVEY

##### 1. General information:

- (a) Name of firm.....
- (b) Address.....
- (c) Nature of business.....
- (d) Number employed.....
- (e) Number of plants.....
- (f) Number of warehouses.....

##### 2. Total expenses of your firm in 1927, for:

- (a) All items and accounts.....
- (b) Transportation (rail, water, truck, mail, storage, communications, express, etc.).....
- (c) Traffic and transportation administration.....
- (d) Packing and shipping containers.....
- (e) Plant transportation and materials handling.....

##### 3. Money returns from traffic administration in 1927, as follows:

- (a) Overcharge claims.....
- (b) Loss and damage claims.....
- (c) Classification, rate, and tariff adjustments.....
- (d) Steamship, cartage, and warehouse contracts.....
- (e) All other returns.....

##### 4. Position of your traffic department:

- (a) Is it considered and treated as a major activity?.....
- (b) Is it independent, reporting to the president, vice president, or general manager? (Or to what officer does it report?).....
- (c) Is the general traffic manager a member of your firm's executive committee or board?.....

5. Does your traffic department cooperate with the following departments in the matters listed below? Answer "yes" or "no." (Please furnish any additional data.)

- (a) Executive department:  
 (1) By notifying of pending advances or reductions in rates?-----  
 (2) By suggesting action to curtail disadvantageous traffic activities and threatened legislation?-----  
 (3) By suggesting heavier car loading or other programs?-----  
 (4) By-----
- (b) Accounting department:  
 (1) By auditing freight, express, mail, and handling-service bills?-----  
 (2) By-----  
 (3) By-----
- (c) Legal department:  
 (1) By preparing rate-case evidence?-----  
 (2) By assembling loss and damage case evidence?-----  
 (3) By appearing before commissions?-----  
 (4) By-----
- (d) Production department:  
 (1) By recommending changes to reduce packing costs?-----  
 (2) By advising of economical methods of materials handling?-----  
 (3) By preventing plant shutdown through car supply and movements?-----  
 (4) By-----
- (e) Personnel department:  
 (1) By facilitating the passenger movement of employees?-----  
 (2) By handling passenger reservations and household-goods matters?-----  
 (3) By-----
- (f) Purchasing department:  
 (1) By expediting the movement of inbound materials?-----  
 (2) By analysis of rates to indicate most advantageous purchasing territories?-----  
 (3) By consolidating less-than-carload purchases into carload shipments?-----  
 (4) By-----
- (g) Sales department:  
 (1) By furnishing salesmen books quoting rates in their territory?-----  
 (2) By reducing rates and extending marketing areas?-----  
 (3) By pointing out most advantageous sales territories from traffic standpoints?-----  
 (4) By-----
- (h) Advertising department:  
 (1) By advising of goods on hand in stock prior to advertising?-----  
 (2) By-----
- (i) Credit, order, or other department:  
 (1) By cooperating in the use of negotiable documents?-----  
 (2) By suggesting consolidations into large containers and carloads?-----  
 (3) By-----  
 (4) By-----
- (j) Remarks:  
 (Add on a separate sheet any additional forms of cooperation.)

6. Industrial waste.

- (a) Can you furnish any cases, drawn from your own personal experience, to show waste that has resulted, due to a lack of cooperation between the traffic and other departments (production, purchasing, sales, accounting, executive, advertising, etc.)?  
 (Reply in some detail on a separate sheet, and attach.)
- (b) Can you cite specific details concerning any wasteful traffic or shipping practices that have come to your attention, and the methods that could have been adopted to avoid such losses?  
 (Reply in as much detail as desirable on a separate sheet, and attach.)
- (c) Can you give any concrete illustrations of waste that would have resulted to your firm from a lack of good traffic management, and state how they were averted?  
 (Reply in sufficient detail on a separate sheet, and attach.)

**QUESTIONNAIRE NO. 2.—INDUSTRIAL TRAFFIC-DEPARTMENT SURVEY**

**I. GENERAL INFORMATION**

1. Name of firm \_\_\_\_\_
2. Address \_\_\_\_\_
3. Nature of business \_\_\_\_\_

**II. TRAFFIC ORGANIZATION**

1. Do you maintain a traffic department? \_\_\_\_\_
2. If not, what employees are responsible for traffic duties? \_\_\_\_\_
3. Do you maintain a transportation department distinct from your traffic department? \_\_\_\_\_
4. Do you maintain an independent delivery department? \_\_\_\_\_
5. Do you maintain any separate transportation or shipping departments other than the above? \_\_\_\_\_
6. If you do not have a traffic department, please give reasons: \_\_\_\_\_

7. Please furnish a chart or plan of your organization, if one is available, together with the following information:

| Titles of traffic, transportation, and shipping employees | Number holding title | Range of salaries | General nature of duties | To whom responsible |
|---|----------------------|-------------------|--------------------------|---------------------|
|   |                      |                   |                          |                     |

Attach additional sheet, if necessary.

**III. TRAFFIC FUNCTIONS**

Instructions:

- (A) Check (V) the duties, listed below, over which your traffic department has complete jurisdiction and actual supervision.
- (B) Show an (A) after the duties over which your traffic department exercises only an advisory control, and insert the name of the department or official directly in charge.
- (C) Show a dash (—) after duties not handled in your firm.
- (D) Insert any additional traffic, transportation, or shipping duties handled by your traffic department or by another department.

| Traffic functions  | How handled           |                          |
|--|-----------------------|--------------------------|
|  | By traffic department | By what other department |
| <b>ADMINISTRATIVE</b>  |                       |                          |
| 1. Recommending proper location for distributing and manufacturing.....                              |                       |                          |
| 2. Advising heads of other departments re shipping policies.....                                     |                       |                          |
| 3. Contacting with local, State, and national trade and traffic associations.....                    |                       |                          |
| 4. Cooperating with the officials of carriers and service concerns.....                              |                       |                          |
| 5. Keeping informed concerning current business and legal changes affecting the firm's shipping..... |                       |                          |
| <b>LEGAL AND REGULATORY</b>  |                       |                          |
| 6. Detecting rate and service discriminations and illegalities.....                                  |                       |                          |
| 7. Assembling evidence for rate and service cases.....   |                       |                          |
| 8. Filing informal, formal, and special-docket complaints.....                                       |                       |                          |
| 9. Practicing before carrier and governmental bodies.....  |                       |                          |
| 10. Preparing and filing briefs for traffic cases.....   |                       |                          |
| 11. Detecting, preparing, and collecting loss and damage claims.....                                 |                       |                          |
| 12. Participating in loss and damage court cases.....  |                       |                          |
| 13. Intervening in rate and service cases.....   |                       |                          |
| 14. Participating in local, State, and Federal legislative matters.....                              |                       |                          |

| Traffic functions   | How handled           |                          |
|---|-----------------------|--------------------------|
|   | By traffic department | By what other department |
| <b>CLASSIFICATIONS, RATES, TARIFFS, AND CHARGES.</b>                                  |                       |                          |
| 15. Maintaining tariff files.....   |                       |                          |
| 16. Preparing rate tables.....  |                       |                          |
| 17. Quoting rates.....  |                       |                          |
| 18. Analyzing and comparing rates and tariffs.....                                    |                       |                          |
| 19. Auditing freight and other transportation bills.....                              |                       |                          |
| 20. Collecting overcharges.....   |                       |                          |
| 21. Preparing classification schedules.....   |                       |                          |
| 22. Preparing rate-case exhibits.....   |                       |                          |
| 23. Securing, retaining, and preventing classification adjustments.....               |                       |                          |
| 24. Securing, retaining, and preventing rate adjustments.....                         |                       |                          |
| 25. Obtaining new freight rates.....  |                       |                          |
| 26. Obtaining revisions in tariff rates and regulations.....                          |                       |                          |
| 27. Obtaining transit privileges.....   |                       |                          |
| 28. Arranging for special services.....   |                       |                          |
| 29. Making ocean space contracts.....   |                       |                          |
| 30. Making cartage and trucking arrangements.....                                     |                       |                          |
| 31. Entering into warehouse contracts.....  |                       |                          |
| <b>FACILITIES ADMINISTERED</b>  |                       |                          |
| 32. Packing room.....   |                       |                          |
| 33. Shipping room.....  |                       |                          |
| 34. Receiving room.....   |                       |                          |
| 35. Warehouses, elevators, yards, and storage areas.....                              |                       |                          |
| 36. Plant transportation and handling facilities.....                                 |                       |                          |
| 37. Industrial railway.....   |                       |                          |
| 38. Private locomotives, cars, tracks, etc.....                                       |                       |                          |
| 39. Floating and marine equipment, docks, etc.....                                    |                       |                          |
| 40. Pipe lines and/or airplane lines.....   |                       |                          |
| 41. Pneumatic carriers.....   |                       |                          |
| 42. Telegraph and telephones.....   |                       |                          |
| 43. Motor vehicles, horses, trucks, wagons, garages, stables.....                     |                       |                          |
| <b>SERVICES HANDLED</b>   |                       |                          |
| 44. Storage and warehousing.....  |                       |                          |
| 45. Materials handling.....   |                       |                          |
| 46. Railroad transportation.....  |                       |                          |
| 47. Steamship, barge, and lighterage transportation.....                              |                       |                          |
| 48. Highway (long-distance and local) transportation.....                             |                       |                          |
| 49. Communication (telegrams and telephones).....                                     |                       |                          |
| 50. Messenger service.....  |                       |                          |
| 51. Mail service.....   |                       |                          |
| 52. Parcel-post shipments.....  |                       |                          |
| 53. Express shipments.....  |                       |                          |
| 54. Passenger matters.....  |                       |                          |
| 55. Import and export shipments.....  |                       |                          |
| 56. Selecting and securing proper packing materials.....                              |                       |                          |
| 57. Assembling, packing, and marking.....   |                       |                          |
| 58. Car ordering, inspecting, and preparing.....                                      |                       |                          |
| 59. Loading, stowing, checking, sealing.....  |                       |                          |
| 60. Booking cargo space.....  |                       |                          |
| 61. Preparing shipping documents and billing.....                                     |                       |                          |
| 62. Routing shipments.....  |                       |                          |
| 63. Pooling orders and consolidating shipments.....                                   |                       |                          |
| 64. Tracing and expediting shipments.....   |                       |                          |
| 65. Unloading, unpacking, and checking.....   |                       |                          |
| 66. Disposing of packing containers and materials.....                                |                       |                          |
| 67. Arranging for average demurrage, credit, weighing, and side-track agreements..... |                       |                          |
| <b>ADDITIONAL DUTIES</b>  |                       |                          |
| 68. ....  |                       |                          |
| 69. ....  |                       |                          |
| 70. ....  |                       |                          |
| 71. ....  |                       |                          |
| 72. ....  |                       |                          |
| 73. ....  |                       |                          |