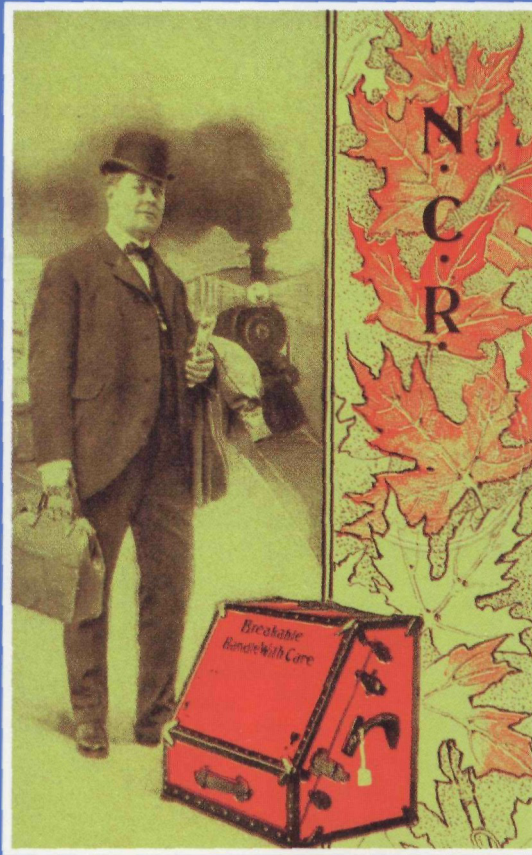


Business History Review

W I N T E R 1 9 9 8



The Sales Strategy of the
National Cash Register Company



Front cover: "Ready for the Road," *The N.C.R.*, October 1, 1900, cover.

From 1884, when John H. Patterson started the National Cash Register Company, to his death in 1922, the firm dominated its industry. At the heart of the company's success was its sales force. Patterson created an intricate system of management to monitor his salesmen, giving them scripts to memorize and assigning them territory to cover. He held conventions and contests, and pressured salesmen to defeat the competition. Patterson sought to create a method of sales management that encompassed all aspects of selling, from the calculation of quotas and commission rates to the motivation of discouraged salesmen. His methods proved unusually influential. See pages 553-585.

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