

Steadying Business

No. 1. *Controlling Seasonal Slumps*

DOVETAILING SIDE-LINES

ONE of the obvious ways to steady the operations of a plant, although one in which surprisingly little has been done, is the adoption of suitable side-lines of goods to dovetail with the main products. A manufacturer of agricultural implements, in order to keep his plant running full time during the summer months, turned to the production of children's sleds. The implements are manufactured between November and May and sold principally between January and July; the children's sleds are distributed between July and December. This enables him to give regular employment to his best workers and reduce the cost of training new men.

A maker of cereal products has to some extent reduced the irregularity of his factory load by adding two corn products to his list of package foods. These two are consumed somewhat more heavily in the spring than in the autumn, and can be advantageously produced during lulls in the production of the pancake flour which forms the company's main line.

Several manufacturers of paper and paper goods have experimented successfully with the dovetailing of products within their own lines. One of these, the Dennison Manufacturing Company, has gone to great lengths in devising novelties for production between the seasons during which its original lines were most heavily in demand. One of the most notable of these "stabilizers" was the recent exploitation of sealing wax for beads, pendants, and various ornaments, such as fancy cigarette boxes and vases. Two other paper manufacturers are likewise planning or actually using side-lines. One reports that mainly through side-lines he has already been able to keep his mill running steadily. "It has not always