

to leading importers in Britain, South Africa and Australia and will be on sale for general circulation by the leading newsdealers in the chief Canadian cities.

This means that, in addition to our regular circulation, which includes leading manufacturers in all branches of trade in Canada, the paper will have a circulation of exceptional value to most advertisers.

Thus the issue combines unique value for reference with unusually large circulation. It will be, further, the most attractive issue of this paper ever sent out, the cover design is a reproduction of a water color drawing. The issue will be well printed on good paper. Several of the advertisers are using beautiful plates or illustrations. Moreover the rates are low—lower than the rate for ordinary issue of many Canadian trade papers.

Circulation, reference value, attractive appearance, low rates.

What are you going to do about it? Leave your decision till all the choice spaces are taken—or decide now?

SCIENCE OF MODERN BUSINESS BUILDING.

"Business building is man building," declared Mr. A. F. Sheldon, of the Sheldon School of Salesmanship, Chicago, in an address before the Canadian Club, Toronto, on Monday.

"By the term, 'business building,' I mean, so adding to a business already begun that each customer is made the first link in an endless chain to bring more.

"Business building implies the getting of business, but the getting of it in such a way that it is continuously added to by the influence of those already dealt with. There was a time when the business of trade was looked down upon and shunned as an occupation unworthy of refined intellects or gifted natures. That day is now passed by in the march of progress, and the business man is coming to be looked upon more and more as a professional man. A profession is a science practiced, and a science as we have seen, is organized truth—classified common sense.

"THE COMMERCIAL UNIT."

"The commercial unit in each business community is the business house or concern, be that an individual business, a partnership or a corporation. The unit in the business house is the individual. Make each individual right, and the institution as a whole will be all right. System, order, is one of nature's first laws. Great men and great institutions reflect these laws, but you may have the best mechanical systems which the thinking, remembering and imagining powers of man can invent, and still they will be a failure in operation unless the man or men and women back of the system is right. If it were not for 'man' there would be no business. Make the man right and his business will be right. The work of making the man right, the problem of self development, of scientific, human culture, is the problem of problems, not alone in business, but in all walks of life.

"THE STUDY OF SELF."

"Each individual in business, employer or employee, should study self to the end of developing individual power to the highest possible degree. Man is a bundle of wonderful possibilities, these being looked up in the

positive faculties, body, mind and soul. Success of the permanent and increasing kind is not a matter of luck or chance. It is governed by natural law. The discernment and observance of these laws is a big problem. We can but touch upon it here, and here are a few thoughts which each of us as business builders should consider.

"First—Efficiency of the individual depends upon the degree of supervision his work needs.

"Second—Supervision is made necessary by reason of two classes of errors: 1st, errors of omission; 2nd, errors of commission.

"Third—Errors of both kinds are traceable to the negatives in human nature.

"Carefulness (the positive) has as its negative, carelessness, truth and falsehood; honesty and dishonesty; faith and doubt; ambition and indifference; energy and laziness; intelligence and ignorance; strength and weakness; health and sickness; activity and inactivity, and so it goes; every thing in the analysis of man in all his faculties and qualities. His errors are all traceable to his negatives.

"LIGHT CHASES DARKNESS."

"Fourth—The negatives are banished as the positives are developed—just as darkness must go when the light comes.

"Fifth—The positives are developed through two processes: first, education—drawing out—plus instruction, filling in. Together these processes constitute true education, which is a life-long process.

"Sixth—First, the result of these combined processes as applied to man's body is endurance. Second, the result as applied to his objective mind, is ability or intellectual capacity. Third, the result as applied to his sensibility, or the emotion side of his mentality is reliability, and, as applied to the will, the result is action. Endurance plus ability plus reliability, plus action, equals man with a big 'M'—the kind of men and women needed in every business, everywhere. Do not say it cannot be done.

"When Burbank can make the thornless cactus, the pitless plum, and the fadeless flower, it is time for the human plant to awaken to the fact that he need not go through life a slave to the influences of heredity, or environment. But these play a part in the life of each, but a knowledge of the laws of mental and physical growth, plus the conscious application of them the problem of self-development, make present environment more potent than heredity, which is but the sum of all past environment.

"THE TRUE SOLUTION."

"The solution of business building is, in final analysis, man building. It pays to cultivate the human plant. Witness the institution which has not only a credit department, a buying department, a selling department, a shipping department, etc., with all the regular departments, but which has also a humanity department, the object of which is to cultivate the human plant, and you will witness an institution destined to progress along the lines of natural law, one in harmony with the eternal laws of progression.

"Kubelik has been asked what had contributed to his success as a violinist. Hard work, constant practice, was the reply. There are hundreds of violinists who wish they

were Kubeliks, but who are not doing the hard work, the necessary hours of practice.

"There are too many men who have their wish bone where their back bone ought to be.

"I should have had a raise before now," said a young man to me a few days ago, "and I'll be d— before they get any more work out of me."

"Like many another, that man is ruining his eyesight looking for a raise when he should be looking for more work. Do the work and the raise will come.

"How many salesmen have you?" I asked a business man a few weeks ago.

"Two."

"I thought you had several."

"I have several order takers but only two salesmen, men who initiate business getting," he replied.

"The business world needs men who think, who can be depended upon, who have courage to dare and to do."

AN EXCEPTIONAL CONTRACT.

The heaviest individual order for concrete machines in the world was negotiated recently by the Ideal Concrete Machinery Co., South Bend, Ind., with a large eastern concern, which deals extensively in concrete machine and construction supplies, the order amounting to the magnificent sum of \$250,000.

The figures tend to show the wonderful sentiment that is developing throughout the country in favor of concrete as a building material. The recent disasters at Buffalo, N.Y., and at San Francisco have contributed largely to the movement in this direction as in both instances the buildings of concrete were the only ones to resist the ravages of the destructive elements.

The Ideal Concrete Machinery Co. have made rapid strides since their location in South Bend about two years ago. The company are doing an extensive business in foreign countries. The United States government has constructed the Provincial building at Zamboango, P.I., of "Ideal" blocks, and the engineer reports very favorably on the appearance. Other big contracts have been received for export shipments.

It is a peculiar function of a fan blower that instead of always delivering a fixed volume of air, regardless of requirements, it automatically increases the volume as the resistances are decreased. On the other hand, if the blower be in operation with a fairly free outlet, in excess of its capacity area, and that free area be decreased, the pressure produced will immediately rise, thus tending at once to overcome the increased resistance. Therefore, if a certain maximum pressure is known to be required, the fan may be so speeded as to give this at such times as the conditions demand; while at other times when less pressure or volume of air is required proper manipulation of the blast gate will economize power.

The Harbison-Walker Refractories Co., Pittsburg, Pa., have taken over the selling organization of the Portsmouth Harbison-Walker Co., and in the future all brands of brick, etc., made by the Portsmouth Harbison-Walker Co. will be sold by the Harbison-Walker Refractories Co. direct from their Pittsburg offices.