

capital of £750,000 participates in the distribution. The balance-sheet of the Badische Aniline and Soda Manufacturing Co. of Ludwigshaven, on the Rhine, for 1896, shows a profit of £400,938 for 1896, as against £394,988 for 1895. The appropriations to the extraordinary reserve fund and to the depreciation and repairs account absorb £107,637 (as against £94,799 for 1895), and out of the remainder a dividend at the rate of 26 per cent. has been declared. A similar dividend was declared for 1895.

The Big Stores.

At the approaching session of the Ontario Legislature the departmental store is to be again attacked. Just what form the proposed bill will take is not yet known, but it cannot become a successful law if on any of the lines which similar legislation has followed in other places. The merest novice in company manipulation can find means at once to void the provisions of any Act hitherto brought forward. If the smaller stores made themselves more popular, they would complain less of the competition of the big stores. The big stores are popular because shoppers can view the goods without being subjected to pressure on the part of the salesmen to purchase them. We believe, with a contemporary, that this characteristic of the departmental store has more to do with its success than any other. In an ordinary store, as soon as one enters, an officious clerk steps up to know what is wanted, and when the visitor stops to look at a thing he is asked a number of questions. When he essays to leave, he is questioned again as to whether he found what he wanted, and then as officiously urged to "call again." There is none of this in a departmental store. The customer does all the questioning and the clerks pay little or no attention until they are spoken to. Goods are all displayed where they can readily be inspected. Usually prices are attached. Everybody is treated with the same admirable indifference; the poor woman who buys a five cent doll for her child and the man who buys a wagon load of house furnishings, both get exactly the same treatment. In fact, one can spend half a day in viewing the goods and asking questions, yet if he goes out without spending a cent it is all the same. This perfect freedom to buy or not is, in our opinion, the chief cause of the success of the departmental stores. The business man who wishes to hold his own with these concerns ought to adopt this method of dealing with his customers. As to the cheaper prices that prevail in the departmentals there is no other way to meet this argument than by coming down to the low-water level that the departmental stores have adopted. This can be done only by buying in the cheapest market and by doing business with customers on a cash basis.

ESTIMATING COSTS.*

(Concluded from the July number.)

The goods having left the factory department, many of them have next to be dressed and finished. This trimming and finishing is a special business, only a small percentage of firms undertaking the art. If goods are sent

out for this purpose and brought back ready for the warehouse then a charge would be made by the firm undertaking the same, and so the manufacturer would, in "costing," have a fixed price to include according to the particular finishes put upon the goods. But, as there are firms who do dress their own product, it must be noted that this department will require to be "costed" upon similar lines to those laid down in the factory department.

In cotton goods there are three main classes of finishing, known as the "brown," "bleached," "dyed." In the first, usually only boarding is resorted to, at a few pence per dozen; but with bleached goods material and labor are to be calculated, and unless a strict watch is kept over this department, waste may occur at every point.

It is imperative that careful tests shall be made of certain lots, noting the quantity of lea used for each process. This lea must also be "costed" in order to arrive at the accurate cost of the material employed, as in bleaching, several boilings are required which extend over certain time.

Again, the plant of a bleach house is always subject to a certain depreciation which has to be accounted for, so that to be correct three items must have attention, viz., material used, labor employed, and depreciation of plant. When these are studied, and a price is fixed, it is added to that of manufacture.

In dyed goods similar rules must be observed as with bleaching. Dye liquors, mordanting liquors, etc., besides the drying and pressing processes, must all have attention, so that an average according to color can be determined per pound. Thus, the weight of goods being known, the actual cost can be, with some degree of certainty, ascertained.

With wool goods come the processes of scouring, milling, brushing, stoving, drying and legging, all again to be calculated in the productive powers of the plant and the goods finished in accordance with such power. Worsted goods, having their especial treatment, are subject to a like routine to ascertain the cost of department. All these points considered, there are still those of rates, rents, taxes, and last but not least, management has to be considered in order that this department, like the last, shall show when the year ends that it has proved remunerative.

In the making-up department we have much to take our attention, according to the class of goods being produced. Here half-hose have mending, pairing, putting into dozens, boards, paper and string to be included; while in shirts we have making up proper to consider, as cutting necks, stitching, making of front bits, putting on of same, buttons, button-hole making, and material used in these processes, besides the looking over, mending, packing department, and string, paper, labels, etc., used here, with cost of labor, besides the usual warehouse expenses previously referred to.

Pants, Combinations, Jerseys, Jersey suits, Cardigan, golf Jerseys, and innumerable other articles, all require consideration of small details, so that eventually, including the expenses of making, finishing, and warehouse work, the prime cost of each article can be known.

* By J. H. Quilter, from the *Textile Record of America*.