

NEW GOODS NOW IN STORE

Sockeye Salmon. "Clover Leaf" and "Horse Shoe" (Talls.)

Currants. Cases and half-cases Fine Filatras and Amalias.

Figs. Eleme—4 Row, in 10-lb. Boxes.

Raisins. Arguimbau, Trenor, and Whiting—Selected and Fine Off-Stalk.

Sultanas. Brands Good and Fine.

THOS. KINNEAR & CO., Wholesale Grocers,
49 Front Street East, TORONTO.

THE LIPTON SYSTEM OF BUSINESS.

By SIR THOMAS LIPTON, K. C. V. O.

THERE is no royal road to riches, and, in a business as big as mine, no back lane. My methods are open, and anybody can see them. A successful concern is created and maintained by the recognition of great facts and obvious principles—the growth of population and the increased facilities of inter-communication among men and nations. These are the great factors in forming great businesses. To supply the many instead of the few, to handle large instead of small quantities, and to be the grower, the manufacturer as well as the vendor and retailer—to do all this is to adopt, in short, a system of business obvious and open to all.

THE LIPTON RECEIPT FOR PROSPERITY.

If I proceed to speak of my own application of these principles, and of the individual qualities necessary to work them out in the details of business, I fear I must fall back on some very old saws. My receipt for prosperity in such a concern as mine, is at the disposal of all. Here it is: "Work hard, deal honestly, be enterprising, exercise careful judgment, advertise freely, but judiciously."

Though he who drives fat oxen need not himself be fat, a captain of industry must live up to his name—must himself be industrious. That is my belief, and it has been my practice all my life. Beginning work at an early age, I left Glasgow for New York, in the hope of finding shorter avenues to fortune than the Old Country afforded. I got experience, at any rate in New York City, on a South Carolina plantation, and elsewhere. I got a little purse together, too; enough to take me back to Glasgow and my parents, to better whose position was then the mainspring of my effort and ambition.

THE GROWTH OF A GIGANTIC BUSINESS.

"Never despair; keep pushing on!" was my motto during all that time of

struggle. No successes have been sweeter to me than those early ones which my parents shared with me. In High street, Glasgow, was opened the first of the provision marts which are now numbered by hundreds through England, Ireland and Scotland. That multiplication of places of distribution was the application, once again, of the great wholesale principles. Expenses of production and of supply decreased as the consumption and the demand increased. I was able to go to my native Ireland as a great buyer of her produce; by degrees I got my own tea plantation in Ceylon; my own carts and ships and ice-storage vans; my own fruit gardens in Kent; my own biscuit factory; my own tin factory. London by degrees became the great centre for collection, for storage, and for distribution, and the monster warehouses in the City Road are the result.

It has been said that a certain attention to business is necessary, even for failing in it. Yes; and that gives some clue to the immense attention bestowed by a successful organizer upon his child—his business. To foster it like a child; to know it cannot thrive by itself; to keep an ever-watchful eye on its thousand details; to tie its very shoestrings, so to speak; and, above all, to do these things one's self and not leave them to the less interested—to do the work that others would do only a little less well—all this is to make the baby of a business thrive and come to a flourishing maturity.

The details of a small business are many; of a great business they are multitudinous. By the number of the details of his work that a man can personally master, one may usually judge of his capacity for success. There are men with a singular grasp for this or that—of a certain limited branch in the great organism of a business, but, outside that special branch, they lack interest and even common intelligence. This may seem to say that the mind capable of

large interests and great issues is rare; but I do not intend to say that. The rarity consists rather in the mind of large interests that is able to concentrate itself upon small details and be the master of a hundred branches of a trade, working in all with one object, but having in each, perhaps, a different method of procedure and a separate spirit.

THE STUDIES OF A MASTER TRADER.

Far less facile, for instance, is the mind required in the management of an estate. The manager of a business must have a mind that travels—even as his goods do. Often I have proved to myself the truth of Daniel Defoe's words:

"An estate is a pond, but trade is a spring."

In my case, the spring soon became a brook, the brook a rivulet, the rivulet a river rich and with innumerable tributaries, and navigable for great ships. It is perhaps not too fanciful to say that the master trader's consciousness must follow those tributaries to their own sources. Tea planting in Ceylon, for instance, involves some knowledge of native labor, therefore of native life. Through agriculture the producer touches geology, botany, chemistry, as well as the history of races. It would be unfair to be ignorant of the conditions and circumstances of one's laborers. Under all skies they are sensible of a fellow-feeling. One of the first students of public economy in France in the 19th century said that all the difference between a liberal and successful enterprise, and one that was tyrannical and unpromising, lay between the two phrases in the mouth of the master:

"Go to work" and "Come to work."

He said that in farming, at any rate, "Go to work" meant ultimate failure, and "Come to work," with ordinary luck, led securely to fortune.

Even among people accustomed not only to be commanded but driven, the industry of the overseer, who is present, has its sure effect, and the attention of the master who is seen at intervals has its undeniable influence. How much more