

represented therein by agents who speak the language and are familiar with local methods and requirements. In fact, from the moment a German manufacturer of textiles determines to push his products in any particular foreign market, he does it very much as though the goods were made there and everything connected with the business was domestic instead of imported. This, combined with a rigid honesty, true representations, and the expectation of only a reasonable profit, has been the method under which German textiles have gained a strong hold all over the world where two decades ago they were, if not unheard of, at least unknown.

In the textile centres of Germany the methods of production are conservative where in some other countries they are speculative; they are advanced and progressive where in many countries they are slow and unprogressive. Germany began where other countries were about stopping; there is little fear that she will end where other countries began.

In the success of German textiles—and that success cannot be questioned in face of the fact that she bombards England, the great textile centre, with them—is demonstrated her thoroughness of method from beginning to end. The German manufacturer's first object is to rival, then excel, the productions of other countries. Having done this, he undersells them, where protection does not make that impossible. And even in countries which have high tariffs the German textiles will be found competing in the market with the domestic fabrics.

In the past 12 or 13 years Germany's trade with some foreign countries has increased tenfold; with most it has more than doubled. And this despite the fact that throughout the textile industry wages have been steadily increasing. Skilled labor in Germany often commands a higher wage than in England, while the labor as a whole is nearly as well paid as in England, and certainly much better paid than it was under free trade in Germany, when the industry was not even supplying the home market. Wages have increased, and hours of labor have decreased.

The thoroughness of the German method begins at the beginning—with the mechanic and the laborer. Without efficient labor to carry out the designs of those who plan, enterprise would exert itself in vain. In the German textile industries the most skilled labor is in most constant demand.

It has been pointed out by Lord Rosebery to Englishmen, and by several advanced thinkers in the United States to Americans, that one of the causes of Germany's success in industrial warfare is the superiority of her system of technical education. Her technical schools will be found in and about every industrial centre, and wherever they are found it will be admitted that they have so largely increased the efficiency of the workpeople that equal results could not have been obtained without them.

The technical schools are liberally supported by the State, and they provide the means for all who wish

to become expert workmen, instruction being given by day and by night. In many places—such as Chemnitz, for example—the chief building of the town is the technical school. In Chemnitz the higher-grade school educates some 800 or 900 pupils every year for commerce or factory work. There are also weaving schools, where the local occupations are scientifically taught, and where the workers become expert and ambitious instead of indifferent. The course is generally one year.

The beneficial effect of this technical education on the textile industry of Germany is immeasurable. Every skilled operative has within his reach a theoretical knowledge of all the intricacies of the machinery used in his trade, of all the methods of manufacture—in fact of every theoretical and higher detail with which the average operative in other countries does not concern himself. The result is a higher class of labor, which works with more profit to all concerned, is always ambitious to rise, and in the attempt produces such highly finished textile goods as now bear the German brand in all the marts of the world in successful competition even with England, France and America. It is a fact worthy of mention that since the German patent laws went into operation—now 19 years—just one-half of the 500 or so patents applying to the manufacture of knitted fabrics have been taken out in Saxony, where technical education invariably rounds out general education.

But the value of the German method lies as much in her commercial as in her industrial thoroughness. The business is an inheritance from father to son, each in turn endeavoring first to maintain and then to improve the legacy. Johann Esche introduced hosiery knitting into Saxony some two hundred years ago, and that business has descended from father to son to the present day without a break. In another instance there have been only four changes in the personnel of a firm in just 100 years. The sons of manufacturers are thoroughly trained for their future calling before taking any active part in business. In Saxony, to mention only one centre, there are over forty commercial schools where the future merchants are prepared for their successful careers at home and abroad. In these commercial academies the instruction is practical and thorough.

Stock companies are comparatively few. The payment of interest on watered stock and inflated capital is an unknown evil in the German textile industries. Most of the factories are owned by families or small corporations. Enormous profits are not expected, management is frugal, and there is less ostentatious display of wealth, and therefore little greed for the means of making it.

ISAACSTEIN.—"Mein Gott, dey put mine failure in de bapers! Now elerybody vill know it!" BAXTER.—"That's where you should have advertised your business and everybody would have known it, too. Then you wouldn't fail."

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