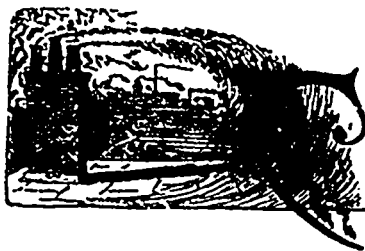


and John Stuart Mill, and Lord Farrer, and Richard Cobden, and the entire string of free trade authorities for two years and more. One might have expected a radical revision. Finally the "free trade" cry resolved itself into a tariff of about 45 per cent., showing that the national industries had too strong a hold upon the people to be wiped out. There is talk now of an increase in this 45 per cent. tariff. The American manufacturer has secured a reputation for his wares all over the country, and finds enough national backing to retain a reasonable protection for him.

The moral of the situation is plain. Our manufacturers should cultivate and retain the goodwill of the business community and they need not fear any Government. We are not saying these things in any offensive way, and those who feel hurt are wonderfully sensitive and should consider whether a little salutary advice is not good for their constitutions once in a while.

THE BUILDING UP OF A GREAT CONCERN.



AN there be anything more interesting to the trade of Canada than a brief account of how an important industry has developed, and how one establishment has had a marked influence in replacing imported goods with those

of native manufacture? Any commercial traveler will bear witness that not so long ago imported knitted goods ruled this market. To-day Canadian underwear and other goods of that class fill the first place, and one of the big factors in this change has been the Penman Manufacturing Co.

Elsewhere in this issue of THE REVIEW will be found illustrations which give an idea of the magnitude of the business carried on by this concern. The business was founded over 30 years ago by Mr. John Penman, of Paris, and though his establishment was destroyed by fire in 1870, he decided to continue, and in 1874 the mill now known as No. 1 was built. As the years went on other mills were added by purchase. Mill No. 2, for instance, was originally built by Adams & Hackland, but as they went to the wall in 1887, the Penman Co. bought the property and thus increased their own facilities. Mill No. 3 was formerly the works of the Maxwell Agricultural Machinery Co., and when that concern moved to St. Mary's the buildings were bought by the Penman Co., and, being adapted to the manufacture of knitted goods, are used in connection with mills Nos. 1 and 2. The mills named Nos. 4, 5 and 6 were bought in 1893 and have since been managed from the head office in Paris, each mill having a superintendent of ability and experience to carry out the instructions of the directors at headquarters. The combined establishments now form one of the most extensive manufacturing of knitted goods on the American continent, or, perhaps, abroad, a fact which may come as a surprise to many not previously aware of the great development which this industry has scored in Canada. The Penman Co. employ a large number of people, between 600 and 700, who all make good wages, and are, it is gratifying to know, a happy and contented lot of employees, between whom and their employers there exists the best of feeling.

The products of these mills are and have always been favorably known, though as the company sell to the wholesale trade only, our retail readers may not be so familiar with them as they should be. They have always made a point of leading in every new idea, and the finish of the goods has also been a feature with them. There are few industries in the country that have made the progress seen in the manufacture of knitted goods. At the present time, goods of this kind made in Canada compare favorably with those in

any country, and many a lady or gentleman enjoying the comfort of well-fitting underwear and hosiery that they believe are made in England or somewhere else, are really experiencing the satisfaction given by Canadian enterprise and skill. The Penman Co. do their business on such a large scale and with such facilities for turning out first-class work that it would pay anyone interested in this line of manufacture to visit the Penman mills and see for themselves what is being done right in our midst. There exists, unfortunately, in certain quarters, a feeling of no enthusiasm for Canadian goods. Like other people in different lines, the Penman Co. have had to meet this feeling and it is a tribute to the excellence of the goods that they have worked up a great business and enjoy a high reputation with the best trade.

The other day THE REVIEW happened to be in two of the largest wholesale houses in Canada, and the question of the way manufacturers put their goods up was referred to. It is well-known that some Canadian goods are spoiled in reputation, both with the trade and the consumer, by the way they are turned out and packed. The buyers in the two houses cited Penman as an instance of the way goods should be presented to the trade. Said one buyer: "We never have any trouble with the Penman goods; evidently care is taken in every detail and this tells in the long run." This, no doubt, is one of the strong reasons why the trade find it easy and profitable to handle the makes of these mills.

The company has a strong board of directors. The pioneer of the enterprise, Mr. John Penman, is president; Mr. G. H. Bishy, of the well-known wool firm of Long & Bisby, Hamilton, is vice-president; Mr. J. B. Henderson is general manager, and Mr. O. R. Whitby is secretary-treasurer. Mr. Henderson has spent his life in the knitted goods business and has practical knowledge of every branch of it. Under a capable board like this the affairs of the company are naturally well directed.

AN IDEA FOR THE TAILORING DEPARTMENT.

It pays to please your customers. It pays to be honest with them. By doing both you can generally manage to hold their trade. If you see a customer is inclined to buy something that may not give satisfaction, tell him so in the most delicate manner possible.

Farmers, mechanics and ordinary working men always have a tendency to buy the delicately colored goods they see the business man wear. They are not at all adapted for them. They soon turn shabby under the hard treatment men in their position are likely to give them.

Not very long ago we saw a farmer at a funeral. He wore a fine tweed suit of neat pattern, and highly colored. It rained and he got wet on his way there. By-and-bye the sun came out bright and strong, and ruined the colors. The suit looked shabby. He at once condemned the merchant from whom he bought it. His wife and family were prejudiced against him and took the trade to another store. They thought he had cheated them, and that the goods were shoddy. It was not the fault of the merchant. These delicately colored tweeds will not stand this sort of wear. They are intended for the office man and the city chap, who are not exposed to the inclemency of the weather, and who are accustomed to take better care of their clothes at all times. When a man asks to see the pattern for a suit, and you find he is inclined to order something fancy, tell him that the piece he selects is very good, probably a little more expensive than anything else you have, but that it won't give him satisfaction: the coarser goods will. Explain that if exposed to the climate the fabric is apt to go off. If he insists on taking it, of course let him have it, and he will remember the kindly advice.

This is an idea for the tailoring department from the experience of one of the largest handlers of tweeds in the country.