

introduction from customers or acquaintances of theirs in Canada to a score or two of firms.

Of those he called upon, twenty-three gave (or often sent, through a clerk or office-boy) in answer to his card or letter, the answer: "We are not interested in Canadian trade."

In Manchester and district, Sheffield, Huddersfield and Leeds at instances are given where no satisfaction was to be had; either he could not see the principal or any one in authority, no one in the house would talk advertising, or he "could not get past the sentry." One or two had unfortunately been bitten by the rascally "Dr. Griffin," of Montreal.

An entry very common in this report is: "Called twice, but was unable to get to see any one in authority."—Or, "could not get at the principal; two visits."—Or, "called on this large firm several times, but was unable to see any one but a subordinate." They had, as several firms put it, "No time to see canvassing agents."

In many cases he was required to fill up a printed form, stating who he had come to see, what he wanted to see about, who his principals were. Generally, in such cases, he was turned over to a subordinate, or else abruptly told that there was nothing for him. Sometimes his business card was returned. Certain entries he makes are amusing: "The amount of formality to be gone through is appalling"—"This firm's ideas of the possibilities of Canadian trade are too humorous to dwell upon"—"A repetition of the form-filling and waiting performances"—"Listened attentively to me. Taciturn. Unable to consider the proposal"—"Blunt refusal to talk advertising"—"As exclusive as Buckingham Palace"—"Hazy idea of Canada's possibilities"—"Only after three times calling, and by sheer persistence, was I admitted to the counting-house."

At Sheffield he was more civilly received. But here, too, he found sentries, sometimes boxed up at a distance from the firm or company's office, and the use of forms to fill up quite common. In one or two cases he was admitted to the premises and even offered to be shown through, but as to advertising, "Could not think of it"; did not wish to extend their field, or "were not in a position to increase their appropriation." In the great majority of cases he could no more get to see a principal than an ordinary tourist visitor to the dome of St. Paul's could get to see the Dean and Chapter.

True, there were exceptions. The canvasser succeeded, indeed, in getting some advertisements, and in other instances, only a few, however, he was allowed to state his case and tell where it was probable certain merchandise could be sold in Canada. One firm, for example, were courteous and even friendly, confessed to an interest in Canadian trade, but did not believe in paper and ink publicity as a means of introducing their goods to the market. Another to whom he had a letter, returned a polite refusal to talk advertising at present; call again—but the calling again produced no effect. In a Manchester case a personal letter was presented which brought some under-clerk to say that the principal "did not make a practice of giving interviews to advertising men." At a Sheffield firm's office he was given abundant statistics about the extent of its works, the immensity of their output, and was also given a catalogue, but as for advertising! Oh, no.

In the face of the almost universal interest which we are told exists nowadays in Britain towards Canada, it is curious that such an attitude should characterize manufacturers as these incidents show. The coldness, the proud self-sufficiency, the absolute stubbornness of John Bull comes out in them, until one is tempted to agree with what was said by Peter B. Bell, the Canadian agent at Manchester: "The Englishman is the best manufacturer in the world, but he is the worst merchant." Let a Canadian canvasser go and call upon 150 manufacturers in the United

States, and in at least 100 cases he will be received with civility, questioned about Canada, and shown the premises and products of his temporary hosts. Perhaps he will be "jollied along," but anyhow he will be received and his case heard. And he will get a dozen or two advertisements as well, if he knows his business. If English exporters refuse to see or listen to people who can assist them to secure a goodly share of Canada's purchases, they need not be surprised if other countries, less forbidding, carry off the trade which our indifferent and excessively formal relatives in England ought to have.

THE SCIENCE OF SALESMANSHIP.

The incompetence, ignorance, and brusqueness of a large proportion of the salespeople at our big stores are features that often strike the average customer, and the query sometimes arises: would it not result in better net profits for the merchant if he would pick and choose his assistants better, paying them if necessary higher wages for a higher class of service, and possibly for him to manage with a smaller number of them? As it is, thousands of dollars' worth of trade must be lost every year from the simple fact that salesmen and saleswomen are of absolutely no assistance to a would-be purchaser in making his selections. The latter comes to a store with the best intentions in the world to buy something he (or perhaps more often she) wants; but the exact form of this she does not fully know. A word of suggestion would do the trick, an article would be sold, and the cash received. As it commonly is, however, the one behind the counter doesn't quite know what the customer wants, and shows it; worse than that, he shows he does not care. And so the very article needed remains unsold, and the customer goes away, and without any strong temptation to return to that particular store. For the average man who wants to buy anything wants it to be sold to him; he does not want to act as his own salesman also. Yet he does not get it if he does not happen to spy it on a near-by shelf—that is what it amounts to in some of our departmental stores. Efficiency in selling, as in other things, is what merchants and the departmental stores need, even if they do have to pay high wages for it. Quite often there is a difference in the selling capacity—and customer-drawing capacity—of salesmen to the amount of two or three hundred dollars or more a week. Compared with this, of what account are a few dollars extra on the wage-bill, or even the doubling of it?

There are stores and stores. In one, the personality of a keen, obliging proprietor will make itself felt at once in the intelligent, painstaking clerks ready to wait upon a new-comer at once, and to get him exactly what he needs, or the nearest to that in their power, and the chances are that either the new-comer will go away a purchaser, or, what is the next best thing, a customer perfectly ready to go to that particular store the next time he needs anything in its line. In another store, one perhaps which draws by its extensive advertising, and adopts the "take-it or leave-it" plan, the clerks are either slow, or obtuse, or they don't like taking trouble. At any rate, they are not efficient, they do not carry out the work they are paid to do in the best possible manner; they are ill-paid, and render account in ill-service. The result is, a new customer gets what he wants—if he sees it, or if his needs are so plain as to be incapable of being mis-