

A return cargo of natural and other products could apparently be found for at least six voyages a year. Citrons fruits, citric acid, raisins, almonds, nuts, rice, olives, olive oil, olive oil for soapmaking, cork, some specially tinned products such as peppers, etc., hides and skins from Northern Africa, perfumes, essential oils, salt, red oxide of iron, iron ore, sulphur, silk and hemp are among some of the characteristic articles these three countries export and what they at present could offer Canada in return for Canadian exports.

A passenger service should also prove remunerative, and among other advantages it might encourage more home manufacturers to visit Spain, France, and Italy for personal investigation purposes.

The idea to keep in mind, however, is that Canadian export trade with things as they are is crippled in these Mediterranean countries to no small extent owing to the lack of direct transportation facilities and that a regular service giving satisfactory delivery would mean not only new but repeat orders which are without question the basis on which any permanent trade can be built up.

#### REPRESENTATION.

The writer does not intend to disparage any one system of representation and to cry up another. The important point is that Canadian firms should be represented in Spain if they wish to do business, especially as Spain is often called the "land of the pedlar." Whether Canadians eventually open up direct agencies or use merchants and exporting houses at home, or whether they employ direct representatives or manufacturers' agents in Spain, or whether trade groups combine and send out a joint permanent representative, are questions which can only be settled as one system or another best suits the manufacturer's individual interests. One firm may find one system the most effective, and another manufacturer may prefer some other method. It may be noted, however, that if the manufacturer is determined to have his money in advance or cash at the seaboard it will generally be found necessary to do business through a middleman.

The ideal to be aimed at, however, is the centralizing of Canadian export business in Canadian hands; and no matter what policy is adopted periodical visits of competent travellers from the home firm should be made. This frequent contact of buyer and seller cannot be emphasized too highly. It is important to study each customer individually, and to find out local customs, conditions and prejudices. When necessary for demonstration purposes technical experts should be sent out, who can make specifications intelligible and who can make the dealer fully acquainted with the Canadian wares. In this connection it may be pointed out that the Spaniard is especially susceptible to friendship, and to treat him as they say in Spain with *simpatía* (sympathy) is to knock down barriers which otherwise might prove obstructive. In other words the social side of the importer should also be cultivated.

Business is not always done during ordinary business hours. The dinner party, the club or the café table for example are often the places where the biggest orders are put through and the most important information obtained, and no representative of a Canadian manufacturer should come to Spain without a salary and allowance which will enable him to live and entertain in a suitable style. It is further to be recommended that, if a competent representative goes to Spain and reports to head office certain changes in policy which if made would tell advantageously in favour of that firm's export trade, such suggestions should be acted upon. Otherwise the traveller, so far as the firm is concerned, might have stayed just as well at home. Actual alterations in the design or finish of goods, however, will depend upon the relative importance of the market and upon the degree of determination the manufacturer possesses in his desire to exploit that particular trade.