

The total loss would thus seem to be \$9,087.46. But some of those who have liens may get more than their claim, by careful management, and some may get less. But placing the loss at \$8,000 and adding thereto the capital that is claimed to have been used at the start, the deficit created since September 1 is \$10,300.

It is an exceedingly complicated failure, but we have tried to present it clearly and without favor. There is one thing certain, the unsecured creditors will never get a cent of a dividend, as the unsecured assets have been sold and the amount realized will not pay rent and wages. The matter has been given in detail, so that the craft may understand just how cheap credit is, and how it works in the concrete.

Among the secured creditors are Buntin, Reid & Co. and The W. J. Gage Co., with large accounts. It will be only fair to say that these are mostly for goods obtained before the new business was opened up. The same may be said of The Canada Paper Co.'s account, with the exception of about \$25. Of the first two firms it may safely be said that they gave their credit too freely in past years. No printer should be allowed to get so far behind. In the case of Buntin, Reid & Co., with an account of \$8,000, the explanation is that their business was then virtually run by an employee who has since left the country. This man had a way of doing business peculiar to himself, but this has been stopped, and Mr. Alex. Buntin, the new partner, has adopted plans savoring more of rationalism.

As another example of a printing firm which was bolstered up by Buntin, Reid & Co., before the advent of the new partner mentioned above, the recent failure of Imrie & Graham may be cited. This firm owed Buntin, Reid & Co. \$6,764.80, while the plant is only valued at \$7,404.20. This was credit with a vengeance.

The situation of Imrie & Graham may be explained thus: They owe Buntin, Reid & Co. \$6,764.80; J. T. Johnston, 48 Bay street, \$929.71; Barber & Ellis Co., \$311.52; Toronto Litho. Co., \$270.73; J. L. Morrison, \$200; Canada Paper Co., \$199; Warwick Bros. & Rutter, \$165.87; The Whitlock Machine Co., \$159.40; and other smaller and larger accounts, amounting in all to \$11,817.30. Besides this there was rent, taxes and wages of \$846.89 and indirect liabilities of \$2,238.49, making a total of \$14,903.18. Against this were assets: Plant, \$7,404.20; paper, etc., \$850; books, \$850; fixtures, \$445; book debts, \$1,637.93; North American Scotsman accounts, \$433.24; total, \$11,620.37. The deficit would thus seem to be \$3,282.81. But the stock would not sell for over 50c. on the dollar, and hence the real deficit will be about \$9,000.

Last September Imrie & Graham made a statement of their affairs, showing assets of \$27,000 and liabilities of \$11,000—surplus \$16,000. In this statement the plant was valued at \$20,000; now it is valued at \$7,404, a slight depreciation for four months' use.

Here was another firm doing business at prices which good men could not touch, and now they want to pay a certain percentage on the dollar. They have offered 30 and then 40 cents, but both have been refused. Still even 40 cents would be better than nothing—what the unsecured creditors of Brough & Caswell receive. The likelihood is that Imrie & Graham's plant will go to the hammer. Nearly all the creditors, except Buntin, Reid & Co. and The Canada Paper Co., were willing to accept 40 cents, but these men have refused, because they

have decided that in the interests of the city printing trade this firm would be as well out of the business. Because these men have resisted the appeals of Imrie & Graham's friends, and stood by what they considered their duty towards their customers, they deserve the thanks of every member of the craft who desires to pay 100 cents on the dollar.

The above two forced assignments are only the prelude for a cleaning up of the printing trade in Toronto. The paper men deserve the credit. For some years the Canada Paper Co. has been conservative in giving credits, and the same policy of making every man pay on time will be continued. The manager of this company, Mr. Fred. Campbell, at a meeting of the creditors of Imrie & Graham to consider an offer of 30 cents, spoke as follows: "Our firm will certainly not accept any such offer as the one under discussion. The printing business in Toronto is at the present time in a state approaching complete demoralization, and if an offer of this kind were accepted it would simply be inviting every struggling printer in the city to approach the wholesalers in the same way. While if this were discouraged, and business credit put on a firm basis, the printers who paid 100 cents on the dollar would be better able to get remunerative prices for their work; as, when a man knew he had to pay in full for paper and other supplies he would be more careful to see that work was not taken at prices which would show no profit, or sometimes an actual loss, as unfortunately has been the case with a great deal of the work done in the city during the past few months." This embodies Mr. Campbell's views both of the past and future, and they are certainly appropriate and business-like.

In conversation with Mr. Buntin, of Buntin, Reid & Co., he stated that he desired to see a better system in general use. His firm had been a heavy offender in the past, but since he took a partnership last spring he had sincerely desired and worked for a change. He would like to see a fixed system of credits, which would work to prevent any irresponsible man or firm getting credit. These should pay cash, getting a five per cent. discount. Their regular terms should be 3 or 4 per cent. 30 days. He said that it was wrong to sell weak men, who would compromise at 30 or 40 cents, and then compete with men who worked early and late and asked no favors. He said that the paper men were the ones who should move. The press man sells his press for, say \$500, and gets \$100 down. If the man doesn't pay, he can threaten to take it away. Thus what the poverty-stricken printer gets from his customers goes to the press man, and the man who supplied the paper cannot compel payments so easily.

Mr. Gundy, of the W. J. Gage Co., when asked about this matter, said that the job printer would be benefitted by an adoption of the cash system among the paper houses, because his neighbor would then have to pay his account in full as well as himself. Only men who have but little money want long credits; and these are the men who are demoralizing the printing business to-day. He desires to see the American method of doing business adopted here—namely, 3 months or 3 per cent. 30 days. The printer would benefit in another way, for he would be compelled to collect his accounts promptly, and hence would have fewer bad debts. Moreover, he would buy less rashly, and would be better able to avail himself of specials. Long credits, said he, are the curse of the country.

It may thus be seen that the paper men have resolved to adopt the methods which the best of the craft desire and ap-