

will cease to go round, the busy cogs will no longer work, you will no longer have governments coming to you and stuffing both pockets full of orders and saying to you, 'Get busy and fill these.' You will not then have that source for employment. In all that aggregation of capital and enterprise and industry and machinery and equipment, there will be a sudden pause. The chains with their links will clank and move more slowly, and the war machine—wonderful, tremendous, pervasive as it is—will stop dead in so far as nine-tenths of those activities are concerned.

#### Losing Peace Time Business.

"There will be another thing," he continued. "While you have been furnishing your factory for munitions of war, getting your help, drilling them to the work, filling the orders which crowd in upon you, for which payment is prompt and quick and certain—while all that is going on, you, or others like you, have been gradually growing out of your old-time peace custom. You have not been able to attend to your old customers. They have gone elsewhere; whither the old peace custom in the two or three years will have scattered and gone, and largely will have been lost. Then, when the war orders are no more, you have got to go out and hustle after orders. You will not find people coming in, stuffing your pockets full of orders, and telling you to hustle; it will be you that will have to do the hustling then—hustle for the old customers that you have not known for two or three years, for the old custom that you have not enjoyed for a year or two years or more. All that I want to do is to bring before you as vividly as I possibly can that that is a change that is absolutely certain. Many things we do not know, and others we cannot reasonably guess, but these things I have been speaking about are absolutely certain.

"What is best to do? To wait till that time comes, and then in the confusion and in the maze of worrying, disappointed, dislocated activities which will busy us at that time, to sit down and in that guise and under those circumstances try and work out what we shall do for the future?

#### Canada is Sound Asleep.

"Let me in all sincerity, in all kindness, but in all truthfulness say that there is not a great country that I know of that is so sound asleep as Canada is to-day in that very particular. I want you to take that in, because I believe it is absolutely true. There is no doctrine, spiritual or otherwise, that I would agree to with a greater conviction of my being right than to this doctrine which I have just announced. I believe it is absolutely truthful. Now for proof. Go over to England. Some of you have been there, and I appeal to you that have been there. While the heart of England, out to its rim is burdened and busy with preparations for war and the making of munitions, there is a wealth of activity—mental, scientific, businesslike—which is devoting hour after hour, day after day, night and day, week after week, month after month, looking into those very problems which I have been trying to limn for you to-day, and seeing and delving and examining and planning and working with capital, with business enterprise and business ability, to get into operation the things which must be engaged in when peace comes, and not to be found napping.

"The world has learned this lesson from the war—those engaged in the war most particularly—that old business crusts, like old social crusts, like old class crusts,

have been pretty well shot to pieces during these two and a half years of war. They will never be mended. Not only the class distinctions will have been rent in twain from top to bottom, to be succeeded by better, but the crusts of business custom and wont hallowed by centuries have been rent from centre to circumference and will never be mended and be as it was of old. The war has taught the Empire that mobilization, standardization, organization and co-operation—that those four things are winning this war. Application of those principles is what is winning the war, and the lesson will be absolutely learned; it must be learned after the war if not before the war is over, that these same things must be applied in the world of business. So, in Great Britain they are doing that, and so they are doing it in the United States. Read their scientific journals, read their trade journals, read the results and reports of their great conventions. The United States is alive from the borders of the south to the borders of Canada, looking to the future, making preparations—scientific, financial, including the enterprise and the application of business ability, making preparations for what shall succeed the war. France is doing the same on a scientific and uniform basis; so is Russia; so is Italy, in lesser degree but still doing it; all the countries are doing it; so is Japan. What is Canada doing? She may be thinking a great deal. She may be doing something, but to my eye there is not much that can be scanned upon the surface as yet. How long shall we go on in that way?

#### Combination Will Win.

"When the war is over and peace comes and the world of business sets itself to work, competition will be on a basis different from ever before. Tom and John and Harry with small capitals and little businesses will have no chance in the world to go into Russia and do big business. It must be done on a different plane. Combination must come in; co-operation must come in; mobilization of forces must come in. Suspicion, small business, and petty jealousies must be swept out and men must be willing to give of the best that is in them to their neighbor in the same trade and in other trades, in order that you may get at the best national results. Is there any doubt in the world about this? I do not think there is. What are we doing? What are we going to do? For Canada is a country of brain and nerve and business ability, of resource and adaptability. It is going to secure its place in the world in the future as it has in the past. It is going to play its part, but we have got to do something that we have not yet done if we are to give ourselves a chance to play the part.

#### Trade Fight With Bare Fists.

"Do you know the pathetic thing about the war in its earlier period like that great Eastern Russian Bear? Those Russians, anti-German to the core, whatever German influence may have penetrated the courts and high circles of Russian society and high circles of finance and of business, the Russian heart was not swayed or touched or entered by the Hun, and it is that that made the Russian soldier a unit from Vladivostock to the Carpathians, a unit in this war behind their Czar to defend their country and to fend off the Hun. There you see that people of ideals, of spirituality, simple, plain people, with the purpose in their heart to do their work, you see them fighting with their bare fists against German equipments—iron, steel, blood, flame, poison, everything concentrated upon them. Was it not pathetic that they went into that fight with their bare fists, so to speak,