

Birla Central Library

PILANI (Jaipur State)

Class No :- 660.9

Book No :- B 35 R

Accession No :- 9594

**ROMANCE OF
GREAT BUSINESSES**

ROMANCE OF GREAT BUSINESSES

BY

WILLIAM HENRY BEABLE

Author of

"On the Square," "Epitaphs," "On the Road," "After-Dinner Stories," "Behind the Counter," "Commercial Russia," etc.

WITH A FOREWORD BY
THE RIGHT HON. LORD RIDDELL



ILLUSTRATED

608
B.R.C.

HEATH CRANTON LIMITED
6 FLEET LANE LONDON E.C.4
1926

*Printed in Great Britain for Heath Cranton Limited, by
Northumberland Press Limited, Newcastle-on-Tyne*

TO MY SON
JOSEPH MACKENZIE BEABLE
CHAIRMAN (1925-1926)
INCORPORATED SALES MANAGERS' ASSOCIATION
AN APPRECIATION OF
FILIAL AFFECTION
AND OF
JUSTIFIED PATERNAL CONFIDENCE.

FOREWORD

By THE RIGHT HON. LORD RIDDELL

ROMANCE is always attractive. Therefore Mr. W. H. Beable is to be congratulated on having told the romantic histories of many great businesses, the names of which are household words. They deserve careful study, not only as an entertainment, but as an example and an inspiration. The heroes whose exploits are recorded in these epics are not warriors but captains of industry, who by initiative, energy and enterprise created great businesses, providing employment for myriads of people and adding to the wealth and prosperity of the country. Sometimes I wonder, however, why the unsuccessful man should not have his epic. I commend the idea to Mr. Beable. It would be interesting to study the causes of failure as well as the reasons of success. The man who tries to climb commercial heights and falls headlong into the bankruptcy court might perhaps be as interesting as the climber who reaches his goal. Napoleon said we were a nation of shopkeepers. He was not far wrong. We live by shopkeeping, using the term on the grand scale. Britain has been made by the commercial spirit. If we cease to keep shop we shall cease to live. Between forty and fifty million people cannot exist in these small islands unless they sell goods to pay for imports they consume. Consequently the study of shopkeeping in all its phases is the most urgent necessity for the British.

CONTENTS

	PAGE
INTRODUCTION	13
W. H. S.	17
COLMANS	29
CADBURY'S	87
PEARS	47
WEDGWOOD	68
WARINGS	78
LYONS	88
LEVERS	95
"SKIPPER"	107
HORROCKSES	117
SWIFT OF COVENTRY	127
HARTLEYS	185
MACKINTOSH	145
BASS	155
DUNLOPS	168
MUDIES	178
HUNTLEY & PALMERS	188
SCHWEPPES	191
BRYMAY	201
GLAXO	209
B. P.	219
PRICES	231
BOOTS	245
WHITELEYS	253
PEARSONS	261
CASSELLS	269
GAMAGES	277
NEWNES	285
ODHAMS	298
"HOVIS"	308
MARTINS	309
KELLYS	917

LIST OF ILLUSTRATIONS

	<i>Facing Page</i>
THE LATE RT. HON. W. H. SMITH	21
LORD HAMBLEDEN	21
HON. W. H. SMITH	21
STRAND HOUSE	23
W.H.S. FIRST SHOP	25
A W.H.S. SHOP TO-DAY	25
JEREMIAH COLMAN	29
COLMAN'S WORKS—AERIAL VIEW	31
COLMAN'S WORKS—CORNER OF LABORATORY	33
GEORGE CADBURY	37
BOURNVILLE WORKS	41
BOURNVILLE VILLAGE	43
ANDREW AND FRANCIS PEARS	47
ANDREW PEARS THE SECOND	51
ROBERT PEARS	55
JOSIAH WEDGWOOD	63
WEDGWOOD OLD WORKS	63
WEDGWOOD CHINA	69
LORD WARING	73
ROBERT GILLOW	75
WARING & GILLOWS	77
SIR JOSEPH LYONS	83
GREENWOOD FACTORY—FROM THE AIR	87
CADBY HALL	91
THE LATE LORD LEVERHULME	95
LORD LEVERHULME	95
THE LOWER BLACKAMOOR, BOLTON	101
LEVER'S FIRST WORKS, 1886	103
PORT SUNLIGHT	103
ANGUS WATSON	107
" SKIPPER " FACTORY	111
" SKIPPER " OFFICES	113
HORROCKSES YELLOW MILL, 1791	117
ECKERSLEY MILLS	117
ASHWORTH MILLS	119

LIST OF ILLUSTRATIONS

	II
<i>Weaving</i>	<i>Facing Page</i>
<i>Drawing and Mule Spinning</i>	119
<i>The First British Bicycle</i>	121
<i>A "Swift" 10 H.P. Car</i>	127
<i>Cheylersmore Works</i>	131
<i>Quinton Works</i>	131
<i>The Late Sir Wm. Hartley</i>	135
<i>Hartley's London Works</i>	139
<i>The Works at Aintree</i>	141
<i>Orange Groves in Spain</i>	143
<i>View of Packing Room</i>	143
<i>John Mackintosh</i>	145
<i>Sir Harold Mackintosh</i>	149
<i>View of "Toffee Town"</i>	151
<i>Michael Thomas Bass</i>	155
<i>Michael Thomas Bass the Second</i>	157
<i>The Late Lord Burton</i>	159
<i>Bass Brewery</i>	160
<i>John Boyd Dunlop</i>	163
<i>Fort-Dunlop</i>	167
<i>Charles Edward Mudie</i>	173
<i>A Corner of Mudies</i>	177
<i>Huntley & Palmers</i>	183
<i>John Kemp-Welch—"Schweppes"</i>	191
<i>Brian Kemp-Welch</i>	197
<i>Wm. Bryant and His Sons</i>	201
<i>Making Matches</i>	205
<i>The Late J. E. Nathan</i>	209
<i>"Glaxo" House</i>	213
<i>"Glaxo" Factories</i>	215
<i>Sir Charles Greenway</i>	219
<i>W. K. D'Arcy</i>	223
<i>Anglo-Persian Oil Fields</i>	227
<i>Price's Belmont Works</i>	237
<i>Sir Jesse Boot</i>	245
<i>A Nottingham Factory—"Boots"</i>	249

LIST OF ILLUSTRATIONS

	<i>Facing Page</i>
A "BOOTS" SHOP 249
THE LATE WILLIAM WHITELEY 253
JOHN LAWRIE 257
J. M. BATHGATE 261
P. W. EVERETT 261
F. J. LAMBURN 265
E. T. NIND 265
JOHN CASSELL 267
LA BELLE SAUVAGE 273
A. W. GAMAGE 277
"GAMAGES" 281
THE LATE SIR GEORGE NEWNES, BART. 285
SIR FRANK NEWNES, BART. 285
W. J. B. ODHAM 293
J. S. ELIAS 295
"ODHAMS" 299
HOVIS—ORIGINAL MILL AT WESTMINSTER 303
THE MILL TO-DAY 303
MACCLESFIELD MILL 305
WALTER MARTIN 309
MARTIN'S MAIL-ORDER DEPT. 313
FREDK. FESTUS KELLY 317
"KELLYS" 319

INTRODUCTION

"TRUTH is stranger than fiction." There are romances all around us—romances, as this book shows, even in prosaic business, in the conceptions of ideas and ideals and in bringing them to full fruition. It is in the belief that the public are interested in the "stories behind the scenes" of things that they eat and drink and wear and use that this book has been written. Many other romances of business might well have been included, but these given will be found representative, and a book has its limits of size. Possibly the others may find place in the "continuation of the story" in another book of Business Romances. There are also romances of the great industrial concerns whose names are as familiar as those given, even if their products are not. "The Romance of Industry" might well be the theme of another book, and possibly will be.

While I am indebted to most of the firms mentioned for assistance in preparing the story, and gratefully acknowledge the indebtedness, the stories are my own, and have been selected and written without any "mercenary or other unworthy motive" other than the hope that they will prove interesting and acceptable to the public. I also desire to acknowledge the valuable assistance rendered by the publishers, Messrs. Heath Cranton Ltd., in the preparation of the book.

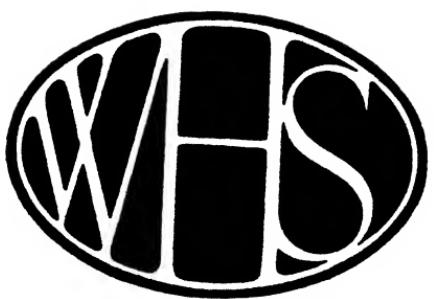
INTRODUCTION

The romances are all of British men, firms, and products. There are probably equally good stories to be told of American, French, Italian, and other enterprises with a foothold in this country, but there was plenty of British material to choose from without going farther afield.

There are morals to be drawn from the romances, lessons of inspiration and encouragement, examples to be imitated. Mine not to point them out--the reader must find and apply them himself. Here are the tales, true tales, not of great inventors and discoverers, but of ordinary men, even as you and I, who have had vision, and amid the clouds of commencing difficulties have seen the sunshine of the sky beyond, and in the humdrum of business have found romance and success.

WM. HY. BEABLE.

58 KIRKSTALL ROAD, S.W.2,
December, 1925.



W. H. S.

THERE are some businesses where the romance lies chiefly in the original conception ; there are others where romance is so interwoven throughout their whole history—where even to-day's activities are romances—that the telling of the story would make a book of itself instead of a chapter.

A little stationer's shop started over a century ago in a side street near the site of the Selfridge premises in Oxford Street, when newspapers bore a fourpenny tax and every advertisement paid its duty, when people in the provinces received their *Times* two days after publication, is now a concern with well over a thousand depots in every part of the country, as well as some abroad—the largest multiple branch concern in the world, supplying two million people daily with their newspapers, in spite of the fact that even their customers must get their Sunday papers elsewhere. The horses which in those days beat the mail-coaches and delivered papers quicker than letters, have been largely displaced by train and motor, but it is still one of the greatest prides of the business to have the finest horses in the country, and the innumerable prizes at important Horse Shows give greater satisfaction than all the achievements of motor transport. The youth destined for the ministry who succeeded his father in the business and began by wrapping up parcels of newspapers at four o'clock in the morning and who died in Walmer Castle, Lord Warden of the Cinque Ports, and successor of Pitt and Wellington, the man who " stuck to his desk and never went to sea " and yet became First Lord of the Admiralty and " ruler of the Queen's navee," the one retail tradesman in English history who ever led the House of Commons, is in turn succeeded by descendants of the family—all the partners being close relations. The high standard of ethics which gained for him the title of " Old Morality " is a tradition

—almost an obsession—with his successors. No outsider knows what the business is worth—none can buy a share—for it stands unique as what is probably the largest private partnership in the world. In a large room in a huge building off Kingsway, where the old King's College Hospital once stood, that is now the centre of the firm's activities, is the "Partners' Room"—one big private office where each has his own desk. No names are on the doors—they are just W. H. Smith & Son—a family of half a dozen comparatively young men controlling the destinies of one of the largest enterprises in the Kingdom, jealous of the family honour, proud of its traditions, and enthusiastic over its future. This family feeling extends throughout all the ramifications of the business and to its thousands of employees, many of whom have been with the "firm" for many years; many of whom have succeeded father and uncle just as the partners have succeeded. As business-like in method as they are honourable, there is neither the soullessness of corporation nor the patronizing air of superiors. Each partner and each employee has his job, and each of the latter carries his marshal's baton in his haversack. Incidentally it is interesting to learn that this building was used throughout the war for Postal Censorship, and a good deal of work was done here which resulted in the detection of the activities of many enemy agents. There has been a close connection between the firm and King's College Hospital for many years, Lord Hambleden—the head of the firm—being its present Chairman. A great many of the staff at Strand House and other buildings contribute regularly to the Hospital.

But to go back to our story. More than a hundred years ago in Duke Street, Grosvenor Square, there stood a little stationer's shop. It was established when the Battle of Waterloo was still a memory of yesterday, by two brothers, H. and W. Smith, who described themselves as "Newspaper Agents, Booksellers, and Binders."

The brothers could hardly have been more unlike. Henry Edward Smith, the elder, was indolent, easy-going, and content to take things as they came; he was a perpetual trial to his younger brother, William Henry, who was a marvel of restless energy, at work early and late, and always seeking new ways of developing their joint business. It is due to him and those who succeeded him that the little shop of H. & W. Smith expanded into the

huge business of W. H. Smith & Son as we know it to-day.

Bookselling and binding were probably not sufficiently profitable in those days to make them the mainstay of a growing business, and by 1821 the description of the firm was changed to "Stationers and Newsmen." Thus, within five or six years of its foundation we find already foreshadowed four of the great departments which go to make up the Smith's of the present time.

Yet another—the library—perhaps first saw the light in 1820, when the firm acquired branch premises at 192 Strand, within a stone's-throw of 186, which was the hub of Smith activities for so many years. Here they opened a reading-room, where for a subscription of a guinea and a half yearly no fewer than one hundred and fifty papers could be inspected every week, as well as magazines and reviews.

The additional premises made it possible to develop in yet another direction—again, a shadow of coming events—and in 1826 the firm were described as "Stationers, Travelling-case and Pocket-book Makers, and Newsmen." But the growing friction between the two brothers, on account of the unbusiness-like habits of the elder, threatened to make any further extension impossible; some arrangement was therefore come to, by which in 1828 Henry Edward passed quietly out of the business, and from 1829 to 1846 William Henry Smith reigned supreme and alone in Smith's.

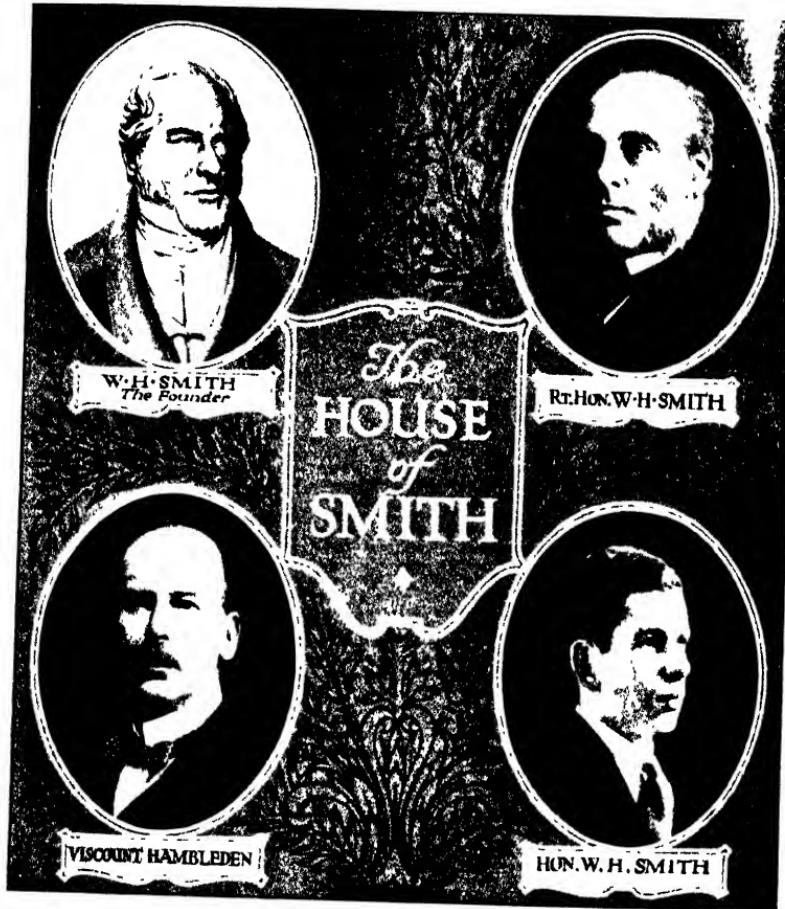
For some years after his brother's departure he kept up both the shop in Duke Street and the premises in the Strand, and the stationery side of the business was still sufficiently important in 1829 to justify its being well advertised. All these enterprises, however, were subsidiary to the main activity of newspaper distribution, and it is with this that the early history of Smith's is inseparably bound up.

Newspaper distribution was a slow and cumbersome business and was entirely in the hands of the Post Office. The London papers were, of course, published in the morning, but they were not sent into the provinces by the mail-coaches until the following evening. This meant that news was forty-eight hours old before it reached country places at any distance from town. It struck the first W. H. Smith that stale news must always be dull

news, and that it would be a good idea to hurry things up. There were no great Hoe presses in those days to print thousands of complete newspapers in an hour. The papers were printed first on one side by slow presses and then (when they were dry) they were turned and printed on the other side. Nowadays bundles of the earlier editions of the London papers are ready for distribution soon after midnight. A hundred years ago it was breakfast time before they were ready. Smith undertook to distribute hours quicker than the Post Office. He organized a service of swift carts to take the papers to the coach-offices, but it often happened that, when the carts arrived, the coaches had gone. When this happened the carts galloped after the coaches and transferred their bundles on the road. For special occasions, Smith took special measures. When George IV died, Smith chartered a special boat, and the news reached Dublin twenty-four hours before the arrival of the Royal messenger. "First with the news" is still the motto of Smith's, and it was one of Smith's boys who carried to General Allenby's mother the first news of the fall of Jerusalem!

The railways now began to take the place of the coaches, and attracted much attention and custom from the public. Already in 1847 we hear of Smith's employing nine special engines for their newspaper traffic to Liverpool, Manchester, and Birmingham, and later in the same year they ran a special train which reached Carlisle in eight hours from London. The next year they did even better, with a newspaper express to Edinburgh and Glasgow, which finished the whole journey at a running speed of nearly fifty miles an hour—not a bad performance even judged by modern standards. On this occasion the papers arrived in Edinburgh an hour and a half, and in Glasgow two hours, before the mails which had left London the previous evening.

By this time, the second W. H. Smith, the future Lord Warden of the Cinque Ports, had joined the business and his indolent uncle had retired. The younger Smith wanted to be a clergyman, but he was persuaded by his father to elect for the desk rather than the pulpit. Something of the mind, too, something of the manner of the clergy, however, remained with him all his days, and in his parliamentary life earned for him the half-chaffing and half-affectionate sobriquet of "Old Morality"



STRAND HOUSE

To face page 21

bestowed on him by *Punch*. The first achievement of the younger W. H. Smith was the conquest of the railway bookstall. Early in the history of the railways the companies had allowed various local persons, often their own disabled servants, to open stalls on their stations for the sale of cheap and often nasty biscuits and gingerbread and cheap and often nastier books and papers. The majority of these men were quite uneducated, and the stalls were as badly run as they were profitable. At Euston Station a rent of £60 a year was paid by the bookstall-keeper, and he boasted that he made a profit of £1,000 in ten months. The boast was his undoing. The company naturally felt that it was entitled to a larger share of these considerable and unexpected profits, and in 1848 the London and North-Western advertised for offers for the sole bookstall rights over their whole system. Smith's offer was accepted, and their first stall was opened at Euston on November 1st, 1848.

The new contractors at once made a clean sweep of all the obnoxious literature and rubbish which had hitherto cumbered the stalls, and set out to give railway passengers good value for their money. The improvements thus effected were so great and so much appreciated by both the company and the public that the firm had no difficulty in securing the same rights upon other lines, as well as upon railways in Ireland, and by 1862 the name "Smith's" had come practically to mean the same thing as "bookstalls" on nearly every railway of any importance in the country, and although two of the railways made other arrangements at the expiration of the contract, Smith's still retained the bookstalls on most lines, and have since renewed several of the old contracts. In this connection it is interesting to note that the firm's telegraphic address is "Bookstalls, London."

It was on October 13th, 1905, that the partners called together a meeting of the superintendents and made to them the simple but revolutionary announcement that, for the first time in the history of the firm, they had been unable to renew on satisfactory terms the bookstalls contracts held on two important lines, the London and North-Western, and the Great Western. Higher and higher prices had been demanded decade by decade for the privilege, and the firm felt that they had at last reached

a point where, if they were to pay the rentals now asked, this branch of their business could not be profitably carried on. The connection, therefore, which in the case of the London and North-Western had lasted for fifty-seven years, and nearly as long in that of the Great Western, would cease to exist at the end of 1905.

Here was a problem to be faced indeed. Were they to let go without a struggle the business which had been so patiently built up year by year, and which embraced not only the custom of the casual traveller, but, far more important, a local trade within a wide radius of each bookstall? Were they to allow some two hundred bookstall managers and their staffs to be thrown out of employment or forced to transfer their services to the new contractors? or were they to make a fight to retain their old customers when the stalls were given up?

The question was threshed out in all its bearings, and the general verdict was in favour of a fight. The partners pledged the firm to a vigorous financial support; the superintendents pledged the loyalty and the energy of those under them; and the decision was made. Smith's had supplied books and papers to the towns on the two great lines for over half a century; Smith's would supply them still. If the railway bookstall could no longer be the home and centre of their activities, some other place should be found.

Ten weeks was all the time available before the change was to come into force, and rarely has more concentrated activity been compressed into so short a time. First, new homes had to be found in the towns on the threatened lines, and the bookstall managers set themselves with a will to find them. Directly a suitable shop was discovered, it was inspected by one of the heads of departments, leases were obtained, or, in many cases, the business was bought outright. At once the members of the Shopfitting Department descended upon it and worked at high pressure to refit it. One by one each of the dispossessed bookstalls was provided with a new home, till, by January 1st, 1906, there was in every town of importance on the London and North-Western, and the Great Western, no longer a "Smith" bookstall, but a "Smith" shop. They were not the perfectly appointed shops of to-day, but at least they were a home for the staff and the business centre from which the old customers could be supplied.

RAILWAY
ANECDOTE BOOK

READERS OF RAILWAY PUBLISHERS



BY H. W. SMITH & SONS LTD.
LONDON



2



3



5



1. The forerunner of "Tit-Bits"
2. A corner of the Billiard Room of the W.H.S. Staff Club.
3. A few W.H.S. Scouts at Strand House with the Chief Scout.
4. A Smith wrapper sent to Napoleon III.
5. Lady Hambleden presenting prizes at an athletic meeting at the Fins' Sports Ground.

The practical result was that no less than ninety per cent. of the old customers expressed their intention of keeping their names on the books of "Smith's"; but perhaps even more gratifying were the warm letters of appreciation, even of affection, which must have made many ears in the business burn with pleasure at so frank an expression of appreciation of good work well done. It demonstrated once for all that Smith's had become a household word, and household words are not easily ousted from their place in the home. So it was that, when the day of the change dawned, one Smith customer after another who had formerly bought his daily papers at the station appeared on the platform already provided at the new shop.

What was true of newspapers was equally true of books, library subscriptions, and the other activities of the firm. Old customers and new alike found that Smith's could give as good a service in the new shops as in the old stalls—or even better. The greater space available made shopping and the selection of library books more pleasant, and the carefully-thought-out fittings displayed the stock to the best advantage.

Space forbids to tell of many of the other activities of the firm—the establishment of its library; the inauguration of Railway Station Advertising; the development of their enormous printing business; their work as pioneers in producing good novels in a convenient form—the yellow backs—afterwards abandoned as not strictly belonging to the realm of distribution; the embossed stamps with the name of the firm engraved around them; of the active part in the war, where practically every partner and over four thousand employees answered the call. Nor can we tell of the various managers who have contributed so much to the firm's success, or of the active coterie of young men who now control its destinies. The story would, however, be incomplete without some greater reference to William Henry Smith, the second, who for forty-five years was associated with the business, setting the standard of its high ideals and doing so much to develop and extend it.

William Henry Smith, the younger, was born, as already stated, on June 24th, 1825. He received his early education at the hands of his brother-in-law, Rev. William Beal, and at Tavistock Grammar School. His

great desire was to become a clergyman, but at his father's wish on leaving school he entered the family business and devoted himself zealously to it. On coming of age in 1846 he was taken into partnership by his father in the newly-named firm of W. H. Smith & Son. His part in developing and extending the business has already been told.

He found time, however, for many outside interests in addition. From 1849 till his death he was a member of the Council of King's College Hospital, and in 1855 he was elected a member of the Metropolitan Board of Works—a body which was later merged in the London County Council.

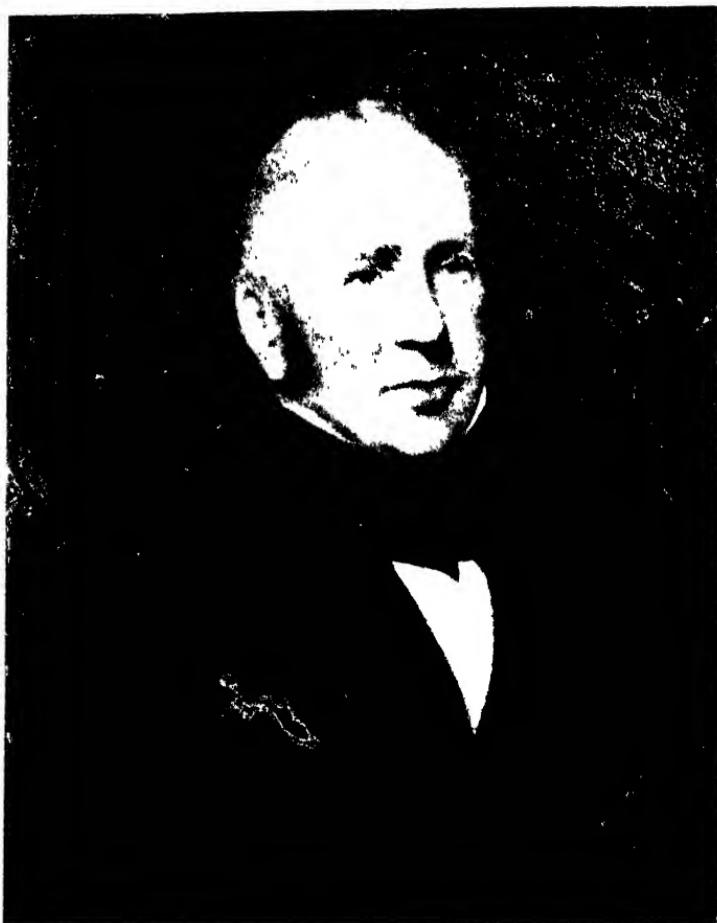
In 1858 he married Mrs. Leach, one of the daughters of his friend and neighbour, Mr. Danvers, Clerk to the Council of the Duchy of Lancaster, who lived at Lancaster House, overlooking the Thames, only a few doors from the firm's second home in the Strand. Mrs. Leach's first husband had died three years before after only a few months of married life, and she returned to live with her parents.

In 1868 Mr. Smith was returned as Member of Parliament for Westminster, and in 1871 he was elected on the first London School Board. In the House of Commons he distinguished himself by his sound common sense and business judgment, which drew the attention of his political chiefs, and it was not long before he was selected for office. One noteworthy monument of his early activities in Parliament remains to-day in the Embankment Gardens in London. He waged a continuous fight against the proposal to cover this ground with public buildings, and was successful in preserving them as a recreation ground for the public for ever.

In 1874 he was appointed by Disraeli Financial Secretary to the Treasury, and in 1877 he became First Lord of the Admiralty—an appointment which was celebrated by Mr. W. S. Gilbert in the famous song "When I was a lad" in one of his comic operas, *H.M.S. Pinafore*.

In 1881 he was offered the Chairmanship of the London and North-Western Railway, with which the fortunes of the firm had been so early and so prominently connected, but the pressure of politics, and no doubt also of his business, forced him to decline the proposal.

COLMANS



MR. J. COLMAN
FOUNDER OF THE FIRM

To face page 29

COLMANS

DURING the years that Napoleon was overrunning Europe with his victorious armies, a young miller was quietly pursuing his vocation in a small East Anglian village named Bawburgh, which you will probably not be able to find on the map. After a time in this quiet country retreat, and then ten years at a mill on the outskirts of Norwich, the miller, now thirty-six years of age, was in a position to put his fortunes to a greater test, and in 1814 acquired a larger mill at Stoke Holy Cross, a village about four miles on the other side of that city. This mill had been for several years a paper factory, but at this time was manufacturing mustard on a small scale, and the new proprietor was confronted with the problem of deciding whether he would continue the making of mustard or revive the paper industry.

Although mustard had been known to the ancients both as a condiment and as a medicine, its use in its present form only dates from about 1720, before which time the mustard was brought as a seed to the table, pounded with the user's knife and mixed with water. The seeds were also carried in the pocket and chewed from time to time. When George I. was on the throne a good dame of the City of Durham conceived the idea of subjecting the seed to a simple method of grinding and sifting through cloths, by which means she eliminated much of the husk.

She sent a tin of the new "Durham Mustard" to the sovereign, who was delighted with the yellow condiment, and the royal favour ensured its success. It was, however, a very different product from the perfected and refined mustard that we know, was expensive, and its sale restricted.

The new mill of the young miller lay within reach of the Fen country, where the yellow fields of mustard bear witness to the adaptability of the soil for the growth of the plant. Whether he "builded better than he knew" or had the foresight to see the possibilities, Jeremiah Colman shrewdly decided in favour of mustard as against paper, and laid the foundations of a business of a world-wide reputation and of colossal proportions, which

has made the name of Colman renowned throughout every quarter of the globe.

"Old Jeremiah," as he subsequently came to be known to distinguish him from the successors who have borne and still bear his Christian name, had no children of his own; but fortunately for his fast-developing business, both as a miller of flour and a manufacturer of mustard, that shortcoming was abundantly compensated by other members of his house. His brother Robert had no fewer than eleven sons. They were redoubtable cricketers, and they were accustomed to make up a team exclusively composed of themselves, an achievement probably unique in the history of the game. Three of these sons, James, Jeremiah, and Edward, were drawn one by one into the business, which although still carried on in the little village mill had already assumed such dimensions that Jeremiah and Edward were sent to push the interests of the firm in London, while James remained with his uncle at Stoke, engaged not only in the manufacture of mustard and flour, but latterly of starch and blue.

The industry as it was carried on at Stoke was of the old rural type. It is difficult in these days of railways and highly perfected mechanical devices of one sort and another to picture the hindrances by which it was beset. The seeds were purchased from the farmers of Lincolnshire and the Fens by an agent at Wisbech, who had to send their wagons to Soham or some other convenient spot, and there the seed had to be loaded into empty wagons sent to carry it to Stoke. Those were the days when the merchant sat in his country house, saw the green and yellow fields through the window-pane, had personal intercourse with his customers, and possessed an intimate relationship with those who served him.

On the death of James Colman, the older nephew of the founder, a new and powerful influence came into the business. His son, Jeremiah James, who had been gradually learning the business, found himself thrust into a position of special responsibility in regard to it at the age of twenty-four. Thenceforward he took up his father's responsibilities with energy and zeal, and until his death at a ripe age in 1898 was an outstanding example of all that is characteristic of the best type of an Englishman. Under his initiative, skill, and guidance, backed up by his partners in London, the wonderful success of the firm

MERLAI. VIEW OF THE COHMAN WORKS



became solidly established, and its ramifications spread all over the world. His friendship knew no boundaries of class. He served his city as Sheriff, later on as Mayor, and for twenty-four years represented Norwich in Parliament.

To the quality of the article sold he attached the utmost importance. It was a maxim with him that a well-founded reputation for purity and value in merchandise is the corner-stone of prosperous commerce, and he applied that principle to every department of the Colman manufactures.

The measure of his success in that particular is writ large in the history of the Continental and Colonial Exhibitions of the past fifty years, where over fifty medals were awarded to the firm and Mr. Colman himself decorated with the Cross of the Legion of Honour at the Paris Exhibition of 1878.

In about 1856 the business was begun to be transferred to Carrow, a suburb of Norwich and the seat of an old abbey. During the period of transition, which necessarily occupied some few years, the Stoke Mills were carried on under the management of Mr. Henry Colman, a younger brother of James Colman. Carrow now covers over a million square feet of flooring and over ten million cubic feet of building. It stands on about thirty-two acres as compared with one or two in the old Stoke factory. It then employed about two hundred people, now there are 2,300 employees.

Nearly everything the Colmans need they make. Tin, wood, iron, print, electricity, and a hundred other things enter into the compound of their tremendous activities. Tin boxes, plain and ornamental, by millions; cardboard boxes also by the million; packing cases varying in length from inches to yards; casks in infinite variety—everything in a highly organized department of its own. There is a fire service which, together with its floats and steamers and its indicator system, excels the equipment of many a large municipality. The place is a whole triumph of organization, to the stranger perhaps a little confusing and bewildering. The King and the Princes have visited Carrow, and many are the conferences and congresses of one sort and another which, on visiting Norwich, have asked the privilege of making the round of the works. As a hive of industry, with its incessant roar and rattle of machinery, Carrow is wonderful enough. But what

is still pleasanter to contemplate is the philanthropy and humanity by which its atmosphere is enterprise. There is a delightful blending of the old traditions with modern progress which is probably found in no other business, at any rate on so large a scale. Strikes are unknown at Carrow; few establishments have so many "old hands" or pensioners; and many of the much bewritten amenities of modern factories had their counterpart at Carrow years ago.

There are ladies employed whose business it is to look after the girls out of business hours. The services of a nurse are maintained. There is a highly perfected ambulance department in which cases of accident, happily not frequent, receive first aid. If a girl should fall ill at her work she is removed to a comfortable rest room, or, if necessary, to her home.

In the old days there were various social observances which would not be practicable under the altered conditions of the present; but in modified forms they still survive. It was customary then, for example, to unite all the employees, with their wives and children, at an annual tea. But by 1880 or thereabouts the party had grown to unmanageable dimensions. In that year it comprised some six thousand people, and the observance had to be abandoned. To-day the employees have a week's holiday in the summer, and on six occasions during each year, also with pay, they have the usual Bank Holidays and other public holidays.

In the manufacture of starch there is a by-product called fibre (vulgarily "fifre"), which is mainly the nitrogenous portion of the grain. A large number of pigs used to be purchased in order that they might be fed on it. The pigs were killed off at Christmas time, and while the hams were reserved and smoked so as to be used for sandwiches at the annual tea, the other parts were cut up and distributed among the men in joints proportionate to the size of their families, so that no one should go without a Christmas dinner. The custom now takes the form of a "Christmas Gift" in cash, and the size of the family still has something to do with the amount in the case of the married men.

It would be too long a story to describe the dispensary, the clothing club, the mid-day rest grounds, and everything else that exists for the convenience of the

CORNER OF LABORATORY

To the right, 53



working staff. But a word of mention may be given in passing to the kitchen. Last time the present writer was there beef and kidney dumplings were the dish of the day, they being supplied at fourpence, which represents the cost of the material and a very small portion of the kitchen and establishment expenses; and there were sweets to follow at prices correspondingly insignificant. Many of the girls avail themselves of the permission they enjoy to take their mid-day meal in the cool and shady belt of woodland which lies over the roadway opposite Carrow House.

So far we have treated of the works themselves, and of such humanities as are practised actually within the gates. It would make a much longer story to tell of the several enterprises with which the workpeople are followed even to their homes, in order that they may be surrounded with all the concomitants of decent and cleanly living. The late Mr. J. J. Colman had been bred among the workpeople at Stoke, where Tom, Charles, and Harry were his cherished friends. Let the number increase ever so vastly, he could never bring himself to regard them as mere cogs in a dividend-earning machine. He might no longer know them all by their Christian names; but he still nourished the consciousness that he was something more to them than the purchaser of their labour. He and his partners liberally pursued the policy of buying and building cottage property in which to instal them. Hundreds of cottages, maintained in the pink of condition, are scattered about Lakenham, Trowse, and other spots contiguous to the works. Mr. Colman believed firmly, also, in the wisdom of giving a man access to the land, whereby to divert his surplus energies into wholesome and profitable pursuits. Within a near radius of Carrow there are some two hundred allotments, ranging in size from ten to twenty rods, and let from ninepence to a shilling a rod exclusively to Carrow workpeople.

In the Stoke days a school had been started for the children of the employees, and after the move to Carrow a new school was erected there for the same purpose. The cost of maintenance was defrayed by the firm, and no Government grant was taken until the beginning of the 'nineties, when recent legislation put Elementary Education on rather a different footing, the school continuing until near the end of that decade.

A Club House for the employees has been provided with a recreation ground attached, and the firm conferred a still greater boon upon the community by placing practically at the disposal of the public the magnificent Cricket Ground at Lakenham, in a spot which otherwise would soon have been submerged beneath a fast-advancing tide of bricks and mortar.

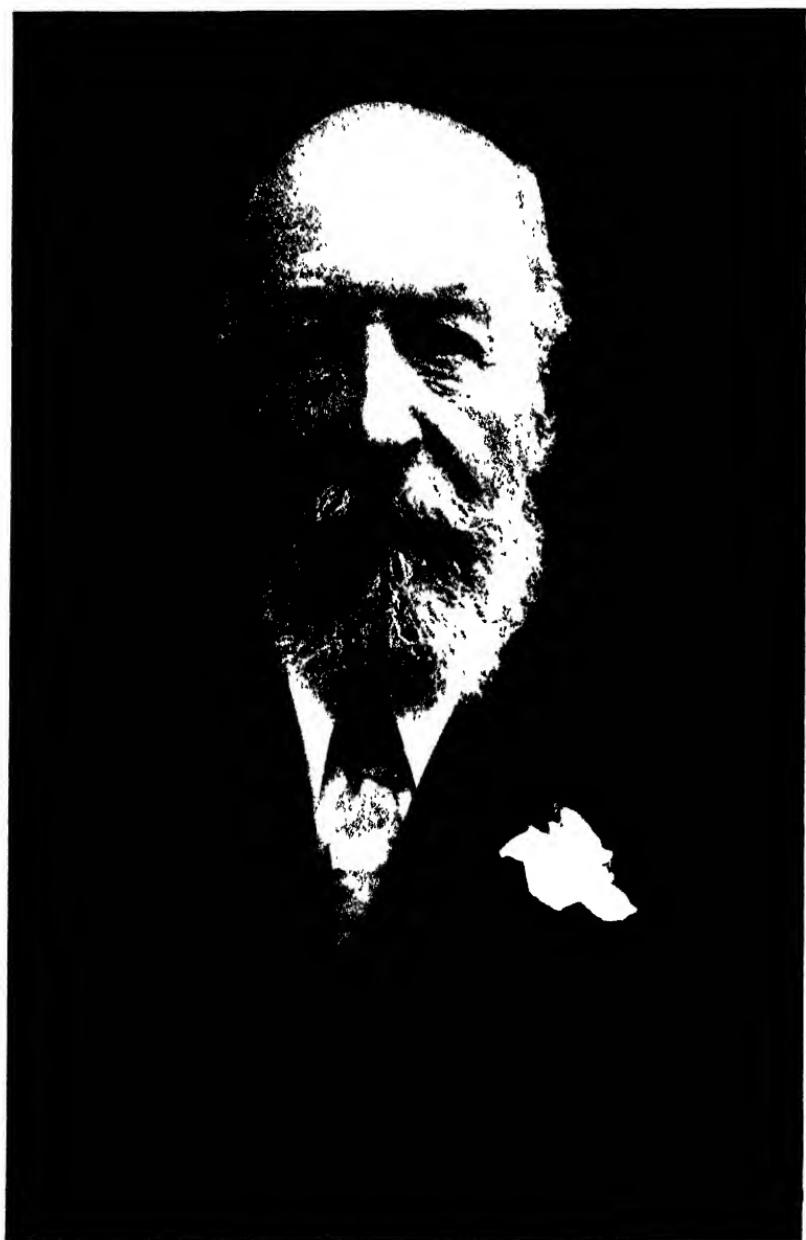
The pension scheme has been often enough described and commended in disinterested quarters as one of the most liberal things of its kind they know in British history. Put shortly it amounts to this. The Directors have established a pension which reaches 10s. a week in the case of men who attain the age of sixty-five. Every new member contributes fourpence a week. These accumulated fourpences with the interest thereon guaranteed by the company will purchase an extra pension, making up a maximum of 14s. in all, at the pension age, and if the pensioner prefers a larger pension before he is seventy, he can arrange to take as much as 19s. a week until he is seventy, and 10s. a week for life after that age.

But undoubtedly the most appreciated scheme of all is the recent Prosperity Sharing Scheme, by which the directors of J. & J. Colman, Ltd., generously share with the employees whatever profits, over a certain fixed amount, accrue from the year's trading. Every man in the organization, from general manager to humblest yard-man, is thus working for a common end, and naturally enough everyone strives his utmost in the knowledge that the more he sows the greater will be his financial harvest.

It is but to be expected that in all these circumstances Carrow has been singularly free from those convulsive labour troubles which are the bane of most industries, and that it had long enjoyed a great reputation for keeping its old hands. There was an old gentleman of eighty-one who resented the suggestion, delicately conveyed, when the time had come when he might seek the repose of private life without laying himself open to the charge of shirking. On the part of the older employees, those who have been there years enough to view the progress of Carrow in a long perspective, there has sprung up the proud consciousness of a personal and causative share in the results achieved.

Such, then, is briefly the romantic story of Colman's—the story of mustard.

CADBURYS



THE LATE MR. GEORGE CADBURY

To face page 37

CADBURYS

JUST a little over one hundred years ago a tea and coffee shop was opened at Bull Street, Birmingham, by an enterprising young Quaker of Devonshire stock, the twenty-five-year-old son of a silk-mercer and draper in that town, whose prominent part in the life of the Midland City had earned for him the title of "King Richard," or "The King of Birmingham." The son was John Cadbury, the founder of the well-known firm and the father of the late George Cadbury. He is remembered as a fine type of the old Puritan, and until his death in 1889 wore the Quaker collarless coat and wide-brimmed hat. Though the brightest and most cheerful of men, he would allow no piano in his house, and refused to sit in an arm-chair until he was nearly seventy. (This last practice George Cadbury once confessed, with a twinkle in his eye, he took to at thirty, and, illustrating the change of the times, he discarded the Quaker attire as a young man.) John Cadbury, during his membership of the Commissioners, was leader in the campaign which sought to remedy the smoke nuisance in the town, and in condemning the practice of employing climbing-boys for sweeping chimneys. He was also one of the originators of the Temperance Movement in Birmingham in the eighteen-thirties.

In his business he was as shrewd as he was pains-taking, and was among the first tradesmen in the town to introduce plate-glass windows in mahogany frames, which people came far to see. About 1835 he rented a warehouse in Crooked Lane, where he first experimented in making cocoa and chocolate with pestle and mortar. In 1847 the Great Western Railway took down these premises, and John Cadbury then removed for a few months to Cambridge Street, and from thence to Bridge Street. It is interesting to note that in 1849, at an

38 ROMANCE OF GREAT BUSINESSES

exhibition held at Bingley Hall (on the site of the present Hall of that name), John Cadbury exhibited "Chocolate, Cocoa, and Chicory, in various stages of manufacture." In the same year he handed over the Bull Street business to his nephew, Richard Cadbury Barrow, who became a leading citizen of Birmingham, and who was Mayor in 1889. A little while afterwards John Cadbury was joined in partnership by his brother, Benjamin Head Cadbury, and in 1853 the firm of "Cadbury Brothers" received a Royal Appointment as Cocoa and Chocolate Makers to the Queen.

John Cadbury had six children. He lived to the ripe age of eighty-seven, surviving his wife by many years, and also three of his sons.

George Cadbury, the fourth child, was educated at the Quaker School of William Lean, in George Street, now George "Road," Edgbaston. At the age of fifteen, in 1854, he entered his father's business, though it was his personal desire to be a surgeon. His elder brother, Richard, had started in the business three years earlier. In 1861, John Cadbury, whose health had been failing, handed over the management to the two sons, between whom there was a long and close business relation lasting forty-five years. Henry, their younger brother, joined them in 1871, and remained in the business until 1875.

Before the two elder brothers started together in 1861, the trade had not been prospering. George Cadbury, recalling these early days at the New Year Party of 1913 (an annual gathering of employees), said :

"The business was rapidly vanishing. Only eleven girls were employed. The consumption of raw cocoa was so small that the stock we now have on the premises (in 1913) would have lasted about three hundred years. It would have been far easier to start a new business than to pull up a decayed one. The prospect seemed a hopeless one, but we were young and full of energy. My brother and I each put £4,000 into the business, legacies left us by our mother. At the end of five years all my brother's money had disappeared with the exception of £150. I had some £1,500 left, not having married. I was preparing to go out as a tea planter to the Himalayas, and he was intending to be a surveyor. We took stock twice a year, determined we would close the business before we were unable to pay 20s. in the £. We had ten depressed

stock takings; but every time we went back to our work with renewed vigour, and were probably happier than many successful men. We were determined not to ask our father for additional capital. It was splendid training, especially for young men, and I sometimes pity those who have never had to go through it; success is infinitely sweeter after struggle."

To rescue the business meant strenuous labour. For many years Richard and George Cadbury worked regularly from seven a.m. till nine p.m., and, as an illustration of George Cadbury's energy and enthusiasm as a young man, it was his custom after that hour to visit the youths who were members of his class at the Severn Street Early Morning Sunday School.

Both brothers, and Henry, too, during his association with the business, took journeys as travellers for the firm. George Cadbury always spoke warmly of the kindness shown them in those early days by the late Joseph Storrs Fry (afterwards Chairman of J. S. Fry & Sons, Ltd.), whom he met in collaboration in work for *The Friend*, the organ of the Society of Friends.

On the ground floor of the old factory at Bridge Street were the storehouse, the roasting ovens, the kibbling mill, cocoa, coffee, and chicory grinders, and other machinery; the cocoa beans were picked by hand instead of being sieved. The office faced Bridge Street, George Cadbury's private office, about six feet by three feet, looking upon the interior yard. On the storey above was the packing-room. The dozen or more girls in the works even in those days wore clean holland overalls, and a forewoman supervised them. Some weighed the cocoa or packed it, others wrapped the "Homœopathic" and other special lines in tin-foil, or filled the boxes with "bon-bons." Once a week during the summer, if circumstances permitted, they were given a half-holiday, and they left an hour earlier twice a week to attend evening school. George Cadbury, soon after entering the business, introduced a piece-rate system, and Mary Brown, the old head forewoman, says that the girls soon earned three times their former wages, and did much more work. Cadbury Brothers, if not the first, were one of the first firms in the town to adopt the Saturday half-holiday.

An important decision in the brothers' policy contributed largely to the change in their fortunes. Instead of

following the common practice of adding farina and sugar to "counteract the fats" in cocoa, which are excessive in the raw state for drinking, they decided to introduce a cocoa from which these fats were *extracted* to the degree requisite—in short, to put on the market an "absolutely pure" cocoa; a steady growth in trade up to 1874 followed. A sweeping change took place a little later, when the tea and coffee trade was given up, and the Homœopathic, Iceland Moss, Breakfast, Pearl, and Gem Cocoas were no longer sold—only pure cocoa being now made. In 1875 there was a great increase in the sale of "Cocoa Essence," and the "Mexican" and other chocolates, and from then the business increasingly prospered.

In 1879 the two partners took another important step. The works at Bridge Street were inadequate to deal with the trade, and it was resolved to remove from the town to the country. It had long been George Cadbury's passion to do this—to secure to the workers a brighter and healthier environment, and to provide a suitable base for the realization of the firm's ideals in industrial life. In that day such a radical step was considered by candid friends to be courting disaster. Yet, though the new factory at Bournville was planned on a scale eight times as large as the Bridge Street works, it was soon too small for the increased demands. Tom King, an old foreman, said, "When I first saw the new factory I thought it would last the firm for ever, but they have never stopped building."

In the September and October numbers of the *Bournville Works Magazine* for 1909 appeared articles of some length on Bridge Street days and Early Bournville, and many old employees contributed "Memories." It is recorded in these Memories that the building of the factory was commenced in the March of 1879, and was sufficiently ready for the employees to begin work on the 1st September. Over two million bricks were laid during this time. The plans of the building were prepared by George Cadbury, who took a small cottage at Lifford, so that he might push the work on in the early morning, and after leaving work in the evening. The two brothers determined that they would not get into debt through the new building. Instead of going to a contractor they superintended the work themselves, with the help of a

A VIEW AT THE BOURNVILLE WORKS

To the page 41



young architect, whom they employed on weekly wages, purchasing the bricks at 24s. per thousand, and paying 20s. per thousand for having them laid. Messrs. Tangye, who had always taken a great interest in the firm, allowed their foreman bricklayer, who did work for them on the same terms, to undertake the building.

The old portion of the present cocoa mill provided room in that day for all the cocoa and chocolate grinding, and was many times too big. The present Bournville Cocoa Room furnished accommodation for stock-room, boxing-room, cardbox-room, and creme-room, and there was ample space left. The "boxing" room also served as a dining-room, where the girls cooked their own dinner, and in this room the "morning readings" were held.

The present double line of the Midland Railway Company was not at this time constructed, and the main line trains all ran through to Birmingham from King's Norton by the Camp Hill route. A single line ran from King's Norton to a terminus at Granville Street. This station, which disappeared with the extension of the tunnel to Birmingham, was situated in the cutting south of Broad Street, at the side of the Canal. The old Bournville Station, or "Stirchley Street," as it was formerly called, was little more than a shed. The firm's goods were carted to Lifford Station for rail, and the nearest telegraph office was Selly Oak. The roads, particularly at the time of the factory erection, were, in bad weather, quagmires. In Stirchley, then a straggling village, there was not a lamp to lighten the darkness. On the other hand, the Bourn stream was noted for its trout, and sports and outdoor games amid country conditions were no small compensation for the worker's journey from town, while many new workers were engaged from the district.

The factory was soon very busy. The cocoa trade developed at once, and the rush of Christmas orders in the first year was so great that the firm were at their wits' end to know how to execute them. Plant was increased, and much overtime was necessary.

One problem was the accommodation of the employees. A number of cottages, however, had been built near the works, and dwelling-houses in the district began rapidly to spring up, while Cadbury Brothers arranged with the

Railway Company convenient trains and cheap tickets for those living in town. As soon as they were able they abolished the very early morning work then general in Birmingham.

It is not intended to tell here in full the later story of Bournville Works, and the briefest sketch must suffice. By 1886 the works were about double the size of the original factory. Besides the progress in the cocoa and chocolate business, there was a constant increase in the number of lines produced. More and more chocolate confectionery lines were added to the old trade in plain chocolate, "Mexican" chocolate, and creme chocolate cakes and bars; the Christmas fancy-box trade developed into a huge annual undertaking. Gradually the dependent trades, saw-milling, case-making, wood-box-making, etc., developed, and demanded large, separate rooms, and tin-making and cardbox-making became important and subsidiary industries. Then came a phase when these sections, bursting the confines of mere rooms, necessitated the erection of separate blocks. The last five years of the old century and the first five years of the new saw the old fitting shop become a machine shop and engineering department; the printing department occupied successively three rooms, each larger than the last; the tinmen were quartered in a new block, and several new power plants were erected. The cardbox-room became itself a factory. The office staff found greatly increased accommodation in the old general office, which has been supplemented with an even larger building in recent years. Meanwhile, away from Bournville, travellers' grounds were constantly split up, offices were opened in many large towns, and agencies established abroad as the export trade advanced, while cocoa estates were purchased in Trinidad. In more recent years branch factories have been established at Knighton, Frampton, and Blackpool, and there is at present, nearing completion, the new factory in Tasmania, which is a joint undertaking with Messrs. Fry & Pascall. One of the best illustrations of the growth of the business, which had wavered in the balance in the 'sixties, was the building of the stock-room and warehouse in 1906-7, which at the time of its erection held not less than a quarter of a million pounds' worth of shifting stock. That the development, if rapid, was uniformly rapid, is shown by the steadily increasing



BOURNVILLE VILLAGE: A VIEW FROM THE TOWER
OF THE VILLAGE SCHOOL

To face page 43

number of employees. In 1861 there were 14; in 1879, after the removal to Bournville, 230; in 1889, 1,193; in 1899, 2,685; in 1909, 4,923; in 1919, 7,501; to-day the number approaches 11,500.

Richard Cadbury's eldest son, Barrow Cadbury, had joined the business as early as 1882, and his second son, William A. Cadbury, in 1887. In 1892 George Cadbury's eldest son, Edward, joined the firm, and his second son, George, in 1897. After the death of Richard Cadbury in 1899, the business became a private limited company, and the members of the family referred to became Directors. In more recent years there have been added to the Board, Laurence J. Cadbury, George Cadbury's son, who started work in 1911; Walter Barrow, son of Richard Cadbury Barrow, in 1918; Dorothy A. Cadbury and Paul S. Cadbury, daughter and son of Barrow Cadbury, started work in 1917 and 1919, respectively, and are both Directors.

Throughout all these years of progress George Cadbury was at the helm, with his brother Richard, until the latter's death in 1899, and as Chairman of the Board of Directors up to 1922. Mr. Barrow Cadbury, at one of the last New Year Parties (a function which goes back nearly sixty years), stated that out of ninety-two meetings of the Board and Management Committees held in the year concerned, George Cadbury had attended no less than eighty-one.

It would be impossible, without formidable digression, to describe the steps taken by the firm toward the improvement of factory conditions, or the evolution of the social and educational schemes for the workers. George Cadbury always insisted on one thing in regard to this work—that it was that which lay to their hand, and was the outcome of the duty which must needs begin at home. In this connection, an expression may be recalled which was once applied to George Cadbury on a public platform, when a speaker described him as "the man who sweeps before his own door."

Of George Cadbury and his many religious, philanthropic, and political activities, this is no place to speak, and in any case they are well known to the present generation. Nor is there space to tell of the wonderful "Factory in a Garden" at Bournville, on the outskirts of Birmingham, and all its many ideal conditions, or to

44 ROMANCE OF GREAT BUSINESSES

suggest how the example thus set has done more to improve the lot of workers than many acts of legislation. The beginning of the Romance of Cadburys is all that can be here told—the romance is continued in every chapter of its present and past, and will be in its future history.

PEARS

THE FOUNDER
MR ANDREW PEARS, SENR
1789 - 1838



MR FRANCIS PEARS
1835 - 1875

PEARS

ROMANCE which began in the year that saw George Washington serving his first term of office as President of the United States; that lay dormant for nearly a hundred years, and then saw another romance in its development; that began with a barber and ended with the pioneer of modern advertising is one well worthy of inclusion in these pages.

The story of the Pears' business goes back to the year 1789, when one Andrew Pears, the founder of the house, invented the soap which has long been of world-wide fame. He was the son of a farmer on the Lanadron Farm, near Mavagissey in Cornwall, and coming up to London, set up a small barber's shop in Gerrard Street, Soho, where the customary barber's pole indicated his profession. In addition to operating upon such customers as called upon him, he used to have his regular round of daily visits among ladies and gentlemen who wanted their wigs powdered or required other toilet attentions which came within his province.

He knew—no one better—how defective the toilet soaps of his day and generation were, and it was to remedy this defect that he bent his abilities to the producing of a soap that would enable him to perform his duties with greater comfort to his customers and more credit and convenience to himself. This was the *raison d'être* of Pears' Soap. And presently he discovered that he had "builded better than he knew." The soap which served his own needs so well was capable of ministering with equal efficiency to the needs of whomsoever could be got to buy it.

But good old Andrew Pears, clever inventor as he was, and proficient as he was in his calling, did not understand much about the science of selling. Indeed, the art of creating demand by advertising was hardly thought of at that time. Here and there, and now and then, Mr.

Pears was emboldened to put out a modest announcement, informing the public of the merits of his new "transparent" soap, but these advertisements did not rise much above the level of the ordinary perfumer's trade circular. Still, the soap was a good, pure, honest toilet soap, far exceeding in true saponaceous merit the other soaps then on the market; and those who used it acknowledged this and commended the article; but this was hardly sufficient for the building up of a great prosperity.

Andrew Pears was shrewd, however, in his old-fashioned way and watchful of his interests, and when he found that unscrupulous dealers were imitating—not the soap itself—for that was beyond them—but the wrappings, colour, and method of presentment, he thought he would upset their "knavish tricks" by simply signing each package with his own signature actually written by himself with his own business quill. To imitate that would have been forgery for which there was remedy enough, although there might be no redress in those days for the other offence. And so matters went on placidly and evenly without the Thames or any other stream being set on fire by any Pears' pronouncement of awakening importance.

In 1835 Andrew Pears, who then for some years had been established in a shop, now pulled down, at 55 Well Street, Oxford Street, and by this time was getting into years, decided upon taking his grandson, Mr. Francis Pears, into the business, and from that time onwards the style of the firm has been "A. & F. Pears." Andrew and Francis Pears continued together until 1838: then for several years more Francis Pears carried on the enterprise alone, keeping the business alive in a small way with an expenditure of £80 per annum, until at last it had either to be brought into line with altered business conditions or drop out of the running. The soap was there still, as good and as worthy of public patronage as ever, but that was nearly all that could be said about it. It had yielded a modest, but in no sense large income to its proprietors, and as they had manifested little disposition to force a larger market, it seemed as if the splendid idea of the original Andrew Pears would ultimately fade from public notice. It was saved from this fate, however, by the introduction of young new

blood into the firm in 1865, in which year Mr. Thomas J. Barratt and Mr. Andrew Pears (son of Francis, and great-grandson of the original Andrew Pears) became joint proprietors with Mr. Francis Pears with a total capital of £7,000.

This was the starting of the new Pears' era, and resulted in the gradual adoption of two new business forces; that of publicity or selling power, and that of increased facilities of production. Mr. Andrew Pears assumed the superintendence of the factory at Isleworth, and Mr. Barratt at the London Headquarters, and it was due to their resourceful initiative and strong business capacity that the old enterprise was galvanized into new life and forced into the current of the time. Times of financial stress occasionally ensued, but they were no less successful in coping with difficulties of this nature than with the promulgation and putting into operation of the new advertising features with which they meant to conquer the markets of the world for Pears' soap.

Mr. Pears finally retired in 1875, leaving £4,000 of his own capital behind him in the business as a loan, to be discharged by Mr. Andrew Pears and Mr. Barratt equally. This was not a too promising start it must be admitted. A quite small capital and a loan of £4,000, upon which interest had to be paid, did not leave much margin for expensive operations. But they believed in the soap and in their own capacity to sell it, and never allowed themselves to lose heart; so by careful financing and the exercising of much energy and thought, the business was gradually put on its feet, and Francis Pears' loan was repaid. It was in those years of struggle that they were able to show that they possessed the true business instincts which not only enable a man to achieve success, but also inspires confidence in others. Often it was this confidence that others had in them that was the means of tiding the firm over a difficult financial period, when the prospect and promise lay in the future; but they were always able to show a clear outlook devoid of complications. They saw what the business was capable of under their direction, and inspired others also to a great extent, which fact bridged over many a financial crisis, and in time the enterprise became successful, and thenceforward its history was one of rapid extension.

It was the advertising question which had puzzled

Francis Pears. Its cost seemed a thing beyond recouping. He did not think of it as "bread cast upon the waters," but as, to a large extent, money thrown away. It was really a matter that was out of the range of his thinking. In economies pertaining to management and organization, Mr. Barratt was at one with him; but when it came to spending money on a well-thought-out system of advertising, Mr. Pears could not see eye to eye with his young partner. The latter, however, had studied the advertising field with great care, and, making his own calculations, drawing his own conclusions, devising his own methods, and throwing his whole energies into the work, he soon succeeded in convincing the public of the one great truth that he had convinced himself upon at the outset, viz., that as there was no better soap made or makeable than that of Pears, it was a worthy and an honourable work to devote himself to making that truth known to the world; not omitting from the purview, of course, the prospect of, at the same time, and as a natural result, building up a great business for the House of Pears. It was a small business indeed when the two young partners first came into it. The Great Russell Street place and then the works at Isleworth only worked one pan three times a week, and very few hands were necessary to the working. Mr. Pears resided in the house adjoining, which he called "Lanadron," after the Cornish farm on which the first Andrew Pears had lived, and in this primitive fashion the manufacture of Pears' Soap was carried on in the early days of the partnership.

The only office of Messrs. A. & F. Pears was a little room behind the shop at 91 Great Russell Street, Bloomsbury, not far from the British Museum, and the staff was a retail shopwoman. Mr. Barratt not only kept the books, but did the travelling. The first cash book used by what may be called the new firm, is still among the ancient treasures of the house. The entries are all in Mr. Barratt's own handwriting. He kept it for years. In its pages may be noted such items as "Expenses to Hastings, Eastbourne and Tunbridge Wells, £1 1s. 2d." for a journey to three towns in search of orders. Economy and Pears' Soap were even then ideas of intimate association. Meanwhile, the works at Isleworth, where the soap was made, were being gradually brought into line by Mr. Andrew Pears, with progressive



MR. ANDREW PEARS, 1865—1909

methods of production, and nothing was wanting but an increased demand to win an assured success. The partners decided that the key to the world's markets was advertising, and they resolved they would give a new polish and a new power to that key.

Everybody in these days is so familiar with large scale advertising that it is difficult to comprehend how the publicity problem stood when Pears first took it up. There were no large advertisers in the present-day sense, at that time. The newspapers carried only a very small number of advertisements, and few of any size. The leading business houses rather "looked down" on advertisers and advertising, and the papers themselves did little to encourage extension of business in this direction, while poster advertising was insignificant in quantity and poor in quality; indeed, the caution "Bill Stickers will be Prosecuted" was one of the most prominent. In Pears' view, it was just as legitimate and honest and proper to appeal to the public by the medium of a well-worded advertisement as it was to send travellers out to seek orders. Both methods were on the same level. Wherever the field was promising, they had the courage to venture, but it was no haphazard, blindfold leaping in the dark for them. They studied the advertising outlook with a seriousness and a pertinacity that yielded much knowledge, some of it not a little strange and peculiar, and bringing them many curious experiences.

Advertising, however, was a rather expensive affair, even forty-five years ago, and well established as the Pears' little enterprise then was in its old-fashioned way, the capital was not large enough to admit of lavish expenditure—least of all any rash experiments—on publicity. Still, by dint of much thinking and some ingenuity, and backed by a strong determination, Pears' Soap managed to get into the full advertising "swim." What this meant cannot be better summarized than by this one simple statement: when Mr. F. Pears retired from the Pears' business it was quite a retail one, on which perhaps in the eighty years or so of its existence not more than £500 all told had been spent in advertising; while not so very many years later, when the new advertising ideas were in full swing, Pears spent as much as £126,000 in a single year on advertising in its various forms—each season bringing forth a bountiful crop

of new Pears' Press advertisements, new Pears' posters, new Pears' railway advertisements, and new everything. And so the old business, in alert and progressive hands prospered; and in due time the modest building in Great Russell Street had to be "retired" or "superannuated"—for it is still sentimentally retained as part of the Pears' enterprise—and the marble palace and art gallery now forming the Pears' Headquarters in New Oxford Street came to be established, prior to which, however, it had been at 38 Great Russell Street, opposite the old shop there, whilst acres of factory buildings had been erected at Isleworth.

It was not until the new partners took the matter up and made their investigation that the true importance of Pears' Soap came to be known to the public. When they told the story of its invention and demonstrated by expert and other evidence what were the great qualities of the soap, people who had never heard of it before were induced to buy and use it, and once used its worth was made sufficiently manifest; they proved to the world that after the introduction of Pears' Soap the cult of beauty entered upon a new phase. Up to that time, they clearly showed, toilet soaps had been of such inferior quality, and made of such crude materials, it was not to be wondered at perhaps that women should have resorted to charlatans who professed to be able to make them beautiful with pastes, lotions, washes, elixirs, cosmetics, and what not.

Then with the dawn of what may be called the era of natural beauty, an improved comprehension of the true conditions of beauty ensued. At first the movement was confined to a few ladies of the Court and Society, but when it became matter of common knowledge that good looks could be better preserved by Pears than by cosmetics and other artificial preparations the example was widely followed. Pears' thus became distinctly associated with the cult of beauty, and the most celebrated beauties of six generations have borne enthusiastic testimony to the fact that Pears' has been of unsurpassable service to them in the improving and maintaining of their perfect complexions.

The United Kingdom soon proved too limited a sphere for the scope of Pears' business ambitions, so they ventured forth to capture the Colonies, first of all direct-

ing their attention to Australia, paying a long personal visit, establishing the necessary depots and agencies, appointing travellers, and so forth—a work involving a clear comprehension of local conditions and a great grasp of detail. The Australian extension, however, soon justified itself and has proved highly remunerative from the first, the foundations of success being so well and truly laid. The other Colonies, Dominions and Dependencies of Britain were similarly conquered in due course.

There was no field too distant, no position too exalted, for the new Pears' influence to enter. If there had been any doubt about the quality of the article the firm had to sell, if it had not been tested in every possible way, scientific and otherwise, and come successfully through every ordeal, there might have been some hesitation, some halting on the part of those now engaged in pushing it into popularity; but there was no drawback of this kind to contend with. Thus when Mr. Barratt went to Australia or the United States to open up new markets, he went about his work like one invested with an important mission, and was ready to approach the most distinguished people anywhere on behalf of the article he represented.

One little incident may be cited as a sample of many of equal importance. It will serve to illustrate Mr. Barratt's pertinacity at all events. The United States was the first overseas country outside the British Empire to suggest itself to him as being worthy of a vigorous attack. So—it is now nearly fifty years ago—he set sail for the other side of the Atlantic and succeeded in giving Pears' a promising start. Then, on a subsequent visit he resolved upon a bolder stroke of policy, and, taking stock of the American position, saw that his product stood most in need of a mighty "send off" in the shape of a striking testimonial from some man prominently in the public eye, and in whom the public had full confidence. The Americans were then, as they are now, people with big ideas, and he felt that he must capture his big man and get him to speak in a big way to the people before the name of Pears would mean much to them. He thought of the President, of the Governor of New York, of General Grant, and of other heroes of the Civil War, but at length came to the conclusion that the man whose words at that time would carry most weight was the celebrated Divine, Henry Ward Beecher.

54 ROMANCE OF GREAT BUSINESSES

Thus it came about that one stormy winter's night, Mr. Barratt set out for Henry Ward Beecher's home in Brooklyn, resolved to see him at all costs, and endeavour to persuade him to grant a testimonial in respect of Pears' Soap. He had some difficulty in finding the house because of the snow that was falling heavily, but after sundry mishaps he found himself on the threshold of the great preacher's abode at last. The door opened, and to Mr. Barratt's consternation he was shown immediately into the drawing-room where Mr. and Mrs. Beecher were entertaining guests. This was not the reception he had looked for. He did not know how to explain—indeed it was impossible to explain—his mission. Perhaps, as host and hostess shook his hand warmly, they took him for a visiting English divine, or littérateur. Be that as it may, he did not feel over-comfortable. Nevertheless, he resolved to outstay the rest of the guests and see Mr. Beecher alone; and when the opportunity at length occurred, Mr. Beecher led Mr. Barratt into his library and motioned him to a chair. He himself sat down before an open desk.

"What can I do for you, Mr. —?" he paused.

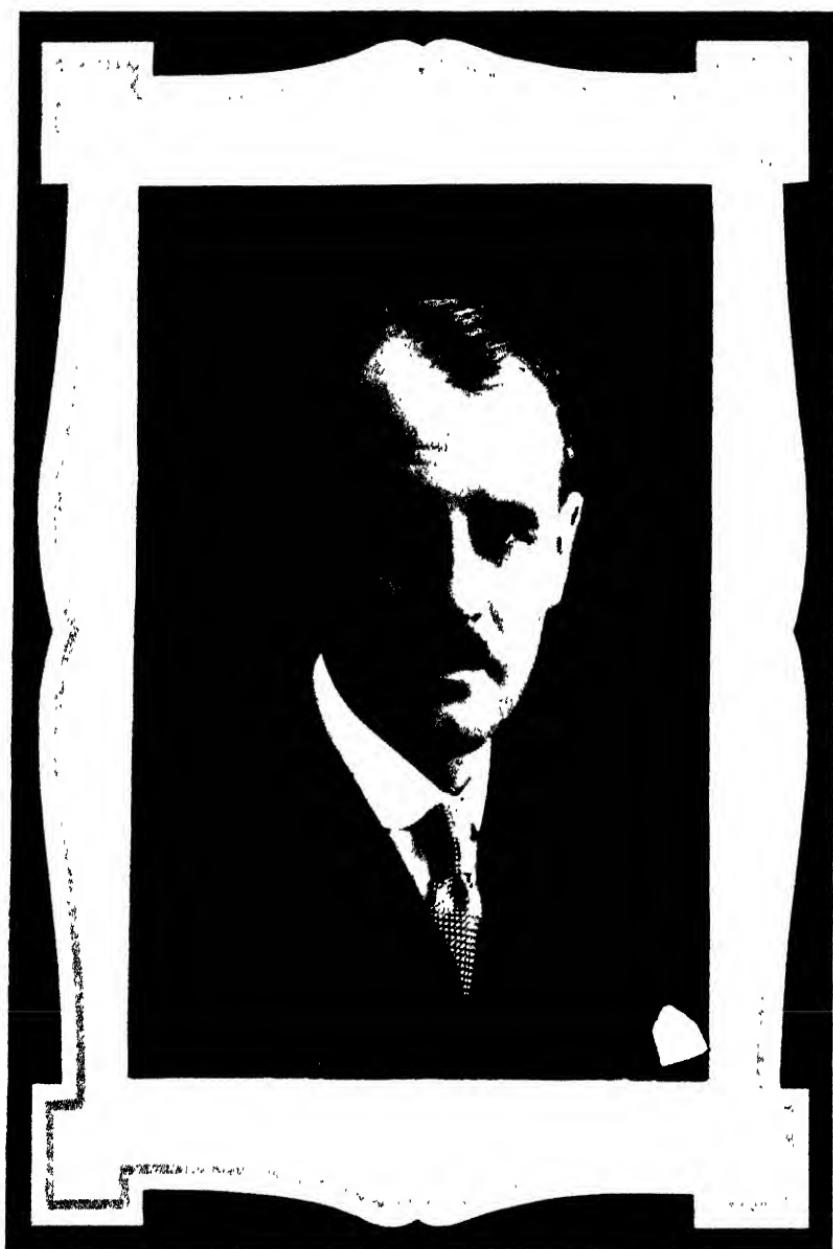
"Barratt," said the visitor. "Mr. Barratt of London, representing Pears' Soap."

It is not surprising perhaps that Mr. Beecher's face underwent a sudden change. Nevertheless he listened amiably to Mr. Barratt's explanation of the reason why he desired to make Mr. Beecher's acquaintance, and was expatiating eloquently on the merits of the soap, when the preacher checked him with a laugh, for he had already used the soap, and wheeling round in his chair seized a pen and wrote these words on half a sheet of paper:

" BROOKLYN, N.Y.,
" HICKS 86,
" November 29th, 1882.

"If 'Cleanliness is next to Godliness' soap must be considered as a 'Means of Grace'—and a clergyman who recommends moral things should be willing to recommend Soap.

"I am told that my commendation of Pears' Soap some dozen years ago has assured for it a large sale in the U.S. I am willing to stand by any word in favour



MR. ROBERT PEARS
VICE-CHAIRMAN, A. & F. PEARS LTD.)

of it that I have ever uttered. A man must be fastidious indeed who is not satisfied with it.

“ HENRY WARD BEECHER.”

This paper Mr. Beecher handed to Mr. Barratt, saying he did so with pleasure. Mr. Barratt returned him hearty thanks, and with the precious document buttoned up in his pocket, hurried to the office of the *New York Herald*. He asked to see the manager, and showed him what Mr. Beecher had written. “ I want,” he said, “ to have this reproduced on the front page of the *Herald*.” He succeeded, and also with the rest of the American Press, thousands of pounds being spent upon facsimiles of the celebrated preacher’s testimonial. The necessary prominence in the *Herald* was secured by cabling to Gordon Bennett, who was in Paris at the time. These were active days for Mr. Barratt. His zeal never flagged, his energy never tired, and one advertising campaign followed another with the unfolding years—always successful, always yielding increase of sales. The House of Pears became so well known throughout the world, and their name became so specially identified with all that is best in the modern spirit of advertising, that on occasion of the centenary of the foundation of the House of Pears, a banquet was given in Mr. Barratt’s honour at the Hôtel Metropole, in 1889, when the Press of the world (representing 1,700 newspapers) presented him with a service of plate of the value of £1,000, and an illuminated address of over fifty pages in recognition of the great services rendered by him as chief of the firm of Messrs. A. & F. Pears, to the Press and to “ printing, artistic, and kindred enterprises by the active part he had taken in the development of advertising in all its branches.”

The firm of A. & F. Pears was converted into a Limited Liability Company in 1892, with a capital of £810,000, Mr. Barratt becoming Chairman and Managing Director of the Company. The prosperity of the undertaking had increased with the years, a realization due, in the first place, to the fact that Pears’ Soap is an article of irreproachable purity and emollient efficiency, and, in the next place, to a steady adherence to the vigorous business policy introduced in 1865, and fully enforced after the retirement of Mr. Francis Pears. The success of the soap is known to everybody. Messrs. Pears have

56 ROMANCE OF GREAT BUSINESSES

held the Royal Warrant for the supply of toilet soap to the Sovereign for a long period, Queen Victoria conferring the original appointment, the honour being renewed by Edward VII and Queen Alexandra, and by their present Majesties King George V and Queen Mary. The King of Spain also granted his Royal Warrant of Appointment to Messrs. Pears.

Still another landmark of success was reached on the evening of October 20th, 1913, when at a complimentary dinner at the Savoy Hotel over which Sir Thomas Dewar, then Vice-Chairman and now Chairman of A. & F. Pears Ltd., presided, Mr. Barratt was presented with his portrait (painted in oils by Mr. Solomon J. Solomon, R.A.) as a mark of the shareholders' appreciation of his great services as Chairman and Managing Director. Mr. Barratt's co-Directors at the same time making him a presentation of a valuable chased gold cup as a token of their esteem.

The advertising successes of Pears are almost too well known to need enumeration. A few of the more historic ones, however, may be briefly referred to. The original baby in the bath was first seen as a small detail in a picture in Paris. The right to reproduce it was bought at a handsome figure, and it was issued as "A Knight of the Bath." It was a dead failure. But by some happy inspiration it was re-christened "He won't be Happy till he gets it," and instantly it "caught on" like wildfire. Another most popular advertisement originated in this way. Mr. Barratt was sitting meditating one evening when the thought occurred to him that it would be well to connect Pears' Soap with some familiar phrase. He asked himself and then he asked his friends what phrase was in most constant use. They made out lists, and "Good morning" headed the lot. Thus came about the phrase: "Good morning! Have you used Pears' Soap?" which achieved an immediate success.

Every conceivable plan of advertising seems to have been successfully utilized by Pears. The great sculptor piece, "You Dirty Boy!" was a discovery made at one of the Paris Exhibitions, and it was duplicated in a hundred different ways for dissemination in the cause of Pears' Soap. Puzzles, optical illusions, sky advertisements, and scores of clever devices for arresting attention in combination with the name of "Pears" were adopted.

All along Pears held one or two cardinal principles of advertising faith—first, not to claim impossible qualities for the article advertised, but to claim all that can rightly be claimed, and to that extent to insist and insist and insist by the strongest forms of publicity that can be devised. One of the forms that was always favoured was the artistic form. Mr. Barratt was greatly helped by certain artistic instincts and tastes which not only prescribed something of an artistic standard for his advertising appeals, but invariably impelled him along more or less artistic lines. Lord Northcliffe in a public speech once paid Mr. Barratt the compliment of styling him “the father of Modern Advertising, from whom I have learned so much.” Pears’ Soap is bought by the public at immensely lower prices now that nearly £3,000,000 has been spent on advertising than when less than £500 was spent in olden days.

In Pears’ early advertising days art had hardly been thought of in connection with publicity. The pictorial poster of true artistic effect, and the illustrated advertisement which was to be drawn and produced by the best artistic talent had not arrived. It is now the predominant note in the best advertising.

“I have heard it urged,” said Mr. Barratt, one day to an interviewer, “that an article that is largely advertised must be costly. Well, those who affirm these things know nothing about it, they certainly cannot have given the subject any serious thought, for the reverse is entirely the case. Their argument could only hold good if advertising produced no extra demand for an advertised article; and who would advertise at all if that were the case? It is one of the leading factors—the leading factor of all—in the economics of advertising that successful advertising means such an increase of sale as not only enables production to be cheapened at every point, but enables the quality to be improved, where improvement is possible. This is greatly to the advantage of the consumer, and its advantage to the advertiser is that, although the profit on each single article taken by itself may be diminished, in the aggregation of things, and considered by the bulk, there is still an adequate profit left after advertising and all other expenses have been satisfied. The balance is on the right side both with producer and consumer, and at the same time, by the

money which has been put into circulation through the Press and other channels, many industries have been benefited, and the sources of employment have been multiplied and augmented."

Poets and Parliaments have from time to time sought inspiration at the fount of Pears' Soap. Sir Theodore Martin, in his old Bon Gaultier Ballad Days, described how Paris discovered the secret of Helen's beauty in a golden casket; how he

"Eagerly the lid uncloses,
Sees within it laid aslope,
Fragrant of the sweetest roses,
Cakes of Pears' Transparent Soap."

Among the Parliamentary references to Pears' was Mr. Gladstone's metaphorical allusion on a certain occasion when he wished to convey the impression of vast numbers. "They are as numerous," he said, "as the advertisements of Pears' Soap, or as autumn leaves in Vallombrosa." This, by the way, was the first debate in which Mr. Lloyd George took part.

A Pears' advertising idea once led to the passing of an Act of Parliament. In the early 'eighties French ten-centime pieces were in considerable circulation in this country, and were accepted as the equivalent of English pennies. Mr. Barratt saw an advertising opportunity in this, and imported 250,000 of the coins, had them all stamped with the word "Pears" and put them into circulation by the aid of commissionaires. It was a splendid run that was obtained for the money—while it lasted—but the Pears' pennies became so persistently numerous that at last a special Act of Parliament was passed making French coin illegal after a certain date. The Government bought up all the Pears' pennies and melted them down. Meanwhile, Messrs. Pears had had their advertisement. During the recent Great War soldiers sent over several of these coins, which were still in circulation in France.

No wonder that with this brilliant and persistent advertising the demand for Pears' Soap should have increased at such an amazing rate as to make it necessary greatly to enlarge the Isleworth factories, where Mr. Andrew Pears continued to direct affairs until his death in 1909.

Pears were firm believers in to-day, but still firmer believers in to-morrow. The Pears' policy is always a forward policy. In advertising—that is, successful advertising—one's business is with the future. Tastes change, fashions change, and the advertiser has to change with them. An idea that was effective a generation ago would fall flat if presented to the public to-day. Not that the idea of to-day is always better than the older idea, but it is different—it hits the present taste. Messrs. Pears have had many what may be called extreme successes—especially in pictorial and art advertising generally—they have been so good as to seem almost of perennial attractiveness. Sir John Millais's "Bubbles" painting, for instance, for which £2,200 was paid, and certain other works not unknown to fame and the man in the street, by Stacey Marks, Phil May, and others—all these things were of special mark and of lasting influence. But when they are repeated it is in some new form. At one time they are pushing their way through the Press, at another time contributing to the attractions of the National Gallery of the Street Hoardings, and at another flooding the magazines and periodicals in inset form. But in Shakespeare's words it is "To-morrow, and to-morrow, and to-morrow" that Pears have to be continually catering for in advertising, and so it will be, it may be supposed, "to the last syllable of recorded time." And the good, honest soap that Andrew Pears invented in 1789 is now enjoying a world-wide popularity, thanks to a strong business policy that since 1865 has utilized advertising as a means of making the supreme qualities of the article known over all the ends of the earth. It is this business policy, inaugurated forty-five years ago, which has made the name of Pears universal. The Pears business was then a small one with a £7,000 capital, and a product little known; under the new *régime* its operations have been multiplied a hundredfold and to-day have a market value of over £1,050,000. In April, 1914, Mr. Barratt died, and Sir Thomas R. Dewar (created Lord Dewar in 1919) assumed the Chairmanship, under whose guidance the business of A. & F. Pears Ltd. continued to grow in spite of the World War, and is daily extending. The family of Pears is still represented, Mr. Robert Pears, son of the second Andrew Pears, being Vice-Chairman.

WEDGWOOD

1



MR JOSIAH WEDGWOOD



WEDGWOOD

THE district in the valley of the Western Trent, popularly known as "the Potteries," has been a favourite locality for the exercise of the potter's industry from very remotest times. Its unfailing supply of natural clay, vast forests, streams, and other advantages, doubtless attracted the primitive potters, who there produced domestic and ornamental wares for distribution to all parts of the Kingdom. The quaint inlaid tiles for the floors of the abbeys and monasteries were produced here, and sent away by the rivers Trent, Severn, and Avon, then, as in earlier times, the chief arteries of transit.

The old methods of manufacture continued as they had existed from Biblical times, and as, indeed, many still exist to-day. The few changes in the shape and ornamentation of the pottery were due to the influence of foreign emigrants, who would have a preference for the form and decoration in use in their native country. Tea and coffee drinking had not been introduced in the early part of the eighteenth century, and the total production of the forty-two master potters of Burslem, Stoke-on-Trent, amounted to only £6,417 per annum. At the former town, nearly two hundred years ago, was born the son and the grandson of potters, the man who, in the words on his monument in the Parish Church of Stoke-on-Trent, "converted a rude and inconsiderable manufacture into an elegant Art and an important part of National Commerce," and who gave a stimulus to an industry that now directly employs 50,000 persons with a pay-roll of two million pounds and a turnover of double that amount.

The name Wedgwood takes one back to the fourteenth century. It was originally spelt Weggewode, and was derived from a hamlet near Tunstall.

It is recorded that towards the close of the fifteenth century there resided a John Wedgwood at Blackwood, near Leek. From him descended Gilbert Wedgwood,

who about 1612 married a daughter and co-heiress of Thomas Burslem; she belonged, as the name implies, to the then village, now the town of Burslem. They had six sons and two daughters. To the third son, Thomas, was born in 1660 a son, also named Thomas. He was a potter in 1684, and was the grandfather of Josiah Wedgwood. The father of Josiah Wedgwood (also Thomas) was born in 1687, was brought up under his father as a potter, and eventually lived and worked at the Churchyard Works.

It was here that Josiah Wedgwood was born on the 12th of July, 1730, the youngest of thirteen children. Until nine years old he attended a school at Newcastle, but he then began to work for his eldest brother, Thomas, as a thrower. Two years later he contracted smallpox, which left his right knee affected. About the age of fifteen he was apprenticed for five years; but after a short period a return of the trouble in his knee (which continued some twenty years, and finally ended in amputation in 1768) caused his enforced retirement from the "wheel." He thereupon turned his attention to other parts of the works, and greatly added to his knowledge. When nineteen, at the close of his apprenticeship, he proposed a partnership with his brother, but was not accepted.

In 1750, a partnership with Harrison and Alders, of Stoke-on-Trent, was entered into, but the ungenerous methods of his partners made him withdraw.

About 1751-2 Wedgwood joined Wheildon of Fenton Low. The partnership, which lasted about five years, produced much good work, and encouraged Wedgwood to become a manufacturer on his own account.

It was in the spring of 1759 that he agreed to rent the Ivy House and Works, Burslem, at a yearly rental of £10.

He first chiefly made Green Glaze Ware, knife hafts, snuff-boxes, vases, candlesticks, and other small articles. But experiments in Cream Colour Ware soon occupied the attention of the master potter, and after many disheartening failures and great losses, considerable improvements were effected, and a degree of excellence attained. This was at the close of 1761; lightness of body, brilliancy of glaze, and entirely new shapes were the chief points in his success.

About this time a new form of decoration—Printing on Pottery, invented by Sadler & Green, of Liverpool—

attracted the attention of Josiah Wedgwood, and was extensively used by him. It was also about this time that he met, in Liverpool, his prospective partner and dearest friend, Thomas Bentley. With him he entered into partnership in 1768, and thus began a friendship, which in its zeal, unselfishness, and good faith was only ended by the death of Bentley in 1780.

The success made larger works necessary, so that in 1763 the business was transferred from the Ivy House to the Brick House Works, Burslem. These were occupied concurrently with Etruria until the final removal to Etruria in 1773.

The works at Etruria were opened June 13th, 1769, Wedgwood throwing the first six vases which bear the legend, "*Artes Etruriae Renascuntæ.*"

In January, 1764, Josiah and Sarah Wedgwood, a cousin, of Spen Green, were married at Astbury Church, Cheshire.

Wedgwood died on the 3rd of January, 1795, aged sixty-five, and was buried in the churchyard at Stoke-on-Trent. In the chancel there is a monument to his memory by Flaxman, bearing the inscription quoted above.

Mr. Harry Barnard, in his interesting account of the pottery, speaking of the removal to Etruria, says: "The works, and the village he built about them to accommodate his workmen upon the newly purchased land which was formerly known as 'The Ridge House Estate,' were at that time outside the actual Potteries, and in the beautifully wooded and pastured country on the road to Newcastle-under-Lyme, the ancient borough of John of Gaunt, 'time-honoured Lancaster.' "

Here he removed some of his best workmen from Burslem to manufacture those classic triumphs of ceramic art, inspired by the lately exhumed Etruscan relics then being introduced into this country by Sir William Hamilton, who (when he became a resident in Italy, as envoy to the Court of Naples), being a man of genius, an enthusiast, and a lover of antique art, made judicious purchases and carried out excavations at his own cost, thereby adding materially to his fine collection of antiquities. This collection he generously opened to the world, resolving to make it an inspiration to the artist and to prove to the then modern civilization its indebtedness to the older one. He employed the finest Italian and

66 ROMANCE OF GREAT BUSINESSES

French artists to copy the masterpieces, and the Frenchman D'Hancarville to write the necessary letterpress. The result of these endeavours appeared in two volumes published at Naples in 1766 and two in 1767, masterly in every way, and which have never been surpassed. The proofs of the plates seem to have been scattered by Sir William among his own friends, one of whom was Lord Cathcart, who in turn lent some to Wedgwood. These inspired the "Master Potter" with new ideas for his work, and we soon find that he made elaborate plans to rival the fine products of Etruscan and Grecian ceramic art.

It was at this time that he was contemplating, designing, and building his new works and village, so that his whole mind was full of this desire, that the arts of Etruria should be born again in the home he was preparing for his ideal.

The present-day visitor to Etruria must use every faculty of imagination, for the scene in 1769 must have been one of great beauty. There is not a trace of the park-like surroundings of the works now left; the very contour of the country has altered, owing to the sinkage caused by the mining beneath of a later date. Huge pyramidal "shraff" heaps tower above all surrounding buildings, even the furnace chimneys. The village street at that time was a gentle slope to the works, and only began to rise more steeply through a delightfully wooded lane, where the trees met overhead, after it had passed the canal course. All is now disfigured, and forge, blast-furnaces, mine-shafts, and derricks predominate. Not a tree remains of the park which surrounded Etruria Hall, which Wedgwood built for his residence, and the Hall itself is shorn of its beauty and importance as a residence, being used as the offices of the Shelton Iron, Steel and Coal Co., losing itself among the furnaces, chimney-stacks, and great boiler-roofed casting sheds.

But amidst all this modern commercial pomp and progress one is still able to turn aside and get a glimpse of what used to be the glory and pride of Etruria, and which still retains its hold upon those of the sixth generation who work there, for the old pottery works of Etruria have an unbroken record of steady progress from father to son during a period of over a century and a half.

At the time of Wedgwood's advent, the pottery industry was gradually undergoing a change. The general use of tea and coffee demanded suitable vessels, which had hitherto been indifferently supplied by importing expensive porcelain from China and Japan—only within the reach of wealthy consumers. Staffordshire met this demand with the light, graceful pottery known as "salt-glaze"; plain or decorated from the then only available models—the Oriental patterns.

Wedgwood's earliest work as a potter was the improvement of the useful domestic ware then in fashion, the invention of new bodies and material, colours, and new methods of manufacture. His tortoise-shell, agate, mottled, and other coloured pieces were distinct creations, and soon found a ready sale. In due time he invented the pale cream-coloured "Queen's Ware," so called in compliment to his patron, Queen Charlotte. He supplemented the use of the primitive potter's wheel by afterwards turning his ware upon an improved lathe. He was the actual inventor of at least twenty new bodies for the manufacture of earthenware, many of which are in use to this day by all potters.

From youth to age the great potter never enjoyed robust health. When young, he suffered from a severe attack of smallpox, leaving complications which in later life so afflicted one leg that it necessitated amputation, a martyrdom that was possibly a benefit to his country.

In the progress of his manufacture, Wedgwood illustrated the sentiment of the inscription in the entrance-hall of the Birmingham Art Gallery and Museum: "By the gains of Industry we promote Art." He acquired a considerable fortune by the production and sale of his domestic ware for the civilized world; then, with the strength of his financial position, he turned his attention to the ornamental or decorative pieces, attracting to his service the most renowned artists of his time, improving some of the materials then in daily use, and in due time inventing and perfecting that most beautiful body ever adopted in ceramic art—the "Jasper." This body was completed and reliable only after continued experiment, surmounting failure by constant attention.

The manufacture of Jasper Ware was, perhaps, Josiah Wedgwood's greatest achievement. Its invention or evolution occupied several years of Wedgwood's life,

entailing many thousands of trials and experiments. These, carefully numbered consecutively and placed a hundred and fifty years ago in small drawers by Chisholm, Josiah Wedgwood's chemist, are to-day to be seen in the Museum at Etruria. They show clearly his failures as well as his successes, the great difficulties he had to contend with and which he ultimately overcame.

At last, in 1774, he was able to write to his partner Bentley : " We are now absolute with the Jasper," and in his catalogue of the same year he describes Jasper as " A fine white terra-cotta of great beauty and delicacy proper for cameos, portraits, and bas-reliefs."

Jasper is a fine vitreous ware of translucent quality. Its decoration consists of delicate and sharply finished reliefs, of figures and ornaments in white upon a coloured ground.

Once perfected as far as materials and manufacture were concerned, Josiah Wedgwood turned his attention to the production of beautiful vases and placques, seeking inspiration from the best periods of Greek and Roman Art, and, sending artists to study in Italy (to Rome and Florence), he created a style which is universally recognized as Wedgwood. "*Artes Etruriae Renascuntur*" (The arts of Etruria are born again) was his motto for his new Etruria, and to this end he sought out and employed the best sculptors and modellers of his day.

Flaxman produced for Wedgwood, placques such as " The Dancing Hours " and " Blindman's Buff," and the Wine and Water Vases.

Weber worked for months upon the Barberini or Portland Vase.

Tassie, Hackwood, Flaxman, the Gossets, Joachim Smith, Devocere and most of the medallists of the time were together responsible for the splendid portrait gallery of the eighteenth century celebrities, which are a striking record of Wedgwood and his age.

The Right Hon. W. E. Gladstone, in an address at Burslem in 1863, remarks :

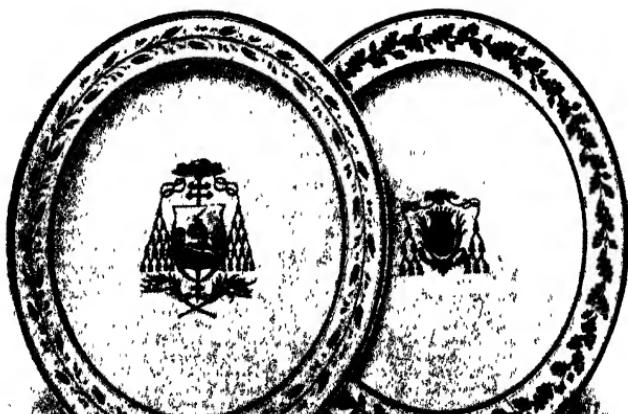
" Wedgwood completely revolutionized the character of the fabrics made in England at the period. He recalled into existence the spirit of Greek Art. Before his time we may say of the earthenware and porcelain manufacture that it had never risen to the loftiness of Greek Art. If you compare the famous porcelain of



JASPER VASE WITH PEGASUS
ON COVER



LEOPARD VASE IN BLACK BASALT



Sèvres with the vases of Wedgwood, I don't hesitate to say they are greatly inferior. If you pass your eye along this line of productions of the eighteenth century in England, although there are very good forms in others, those of Wedgwood stand pre-eminent. Though in all his productions you are reminded of Greek Art, they are not mere reproductions. His style is strikingly original."

Jasper ware was quickly imitated by many potters of Josiah Wedgwood's day, even including the famous factory at Sèvres, but, as none of his competitors possessed his infinite patience and enthusiasm of research, their productions have never been able to bear comparison with "Wedgwood Jasper."

In the first half of the eighteenth century, before Queen's Ware was invented, the pottery available for use was either expensive porcelain imported from the East, or the early faïence of France and Holland (Rouen and Delft): this faïence had a coarse body covered with thick opaque enamel, and so was necessarily heavy and clumsy.

Here was Josiah Wedgwood's opportunity. Only after years of patient experiment did Wedgwood perfect his Cream Colour Ware; he used improved methods and superior clays; he was not content with local "marls," but went further afield, and so at last was able to put before the world a better ware than had ever been seen before, his well covering glaze adding much to its beauty.

It is at once apparent to a visitor at the Etruria Museum that Wedgwood excelled in his choice of form and shape. Many of his "useful wares" (vegetable dishes, plates, and teapots) are standard models now and have been produced daily during the last century and a half.

Wedgwood speedily became inundated with orders for this Cream Coloured Ware, not only from England, but from every country on the Continent. In 1764 he made a complete dinner service for Queen Charlotte, and thus by Royal Warrant became "Potter to the Queen"; thenceforward, too, his Cream Colour was known as "Queen's Ware."

The Empress Catharine of Russia, in 1772, commissioned Josiah Wedgwood to make a special painted dinner service. Each piece was decorated in sepia (monochrome), with an oak-leaf border framing a view of

70 ROMANCE OF GREAT BUSINESSES

some noteworthy country seat in Great Britain, whilst in bright contrast appeared amid the oak leaves the green frog of the Palace of "La Grenouillière," where the service was to be used by the Empress.

Dating from about 1765, Wedgwood employed artists to decorate his Queen's Ware with conventional designs; many of these are attributed to Flaxman, and are still to be seen in the old drawing books at Etruria. Recently these hand-painted designs, characterized by their restraint and simplicity, have been revived with great success.

Wedgwood was the pioneer of Pierced Queen's Ware (which was so successfully developed at a later date by the Leeds factory); he produced many beautiful pieces; these efforts have culminated in the present day in the "Imperial" Pierced Ware. In Imperial Queen's Ware the delicacy of the fine piercing, and the sheen of the glaze, suggest the texture of carved ivory.

One is tempted to dwell on the difficulties Wedgwood encountered before success crowned his efforts; of the "trials" and experiments now shown in the Wedgwood Museum at Etruria that tell the tale of disappointed hopes as well as of full achievement, but space forbids. We may conclude this chapter with the epitaph on Josiah Wedgwood by Dr. Erasmus Darwin in the "Botanic Garden."

"Whether, O friend of art, your gems derive
Fine forms from Greece, and fabled gods revive,
Or bid from modern life the portrait breathe,
And bind round Honour's brow the laurel wreath.
Buoyant shall sail, with fame's historic page
Each fair medallion o'er the wrecks of age,
Nor time shall mar, nor steel, nor fire, nor rust,
Touch the hard polish of the immortal bust."

WARNINGS



WARINGS

OF all the things that are intimately associated with our daily lives few have so great an element of romance as those connected with the furnishing and decoration of our homes. National characteristics and tastes are closely interwoven with and exemplified in the various "periods" and "styles" of furniture as well as in architecture, and the productions of the reigns of James, Anne, the Georges, and Victoria in this country and of the Louis of France are as illustrative of the conditions and tastes of those days as are the "diaries" and literature of the same period, and just as full of romantic interest.

The designs of Chippendale, Sheraton, Hepplewhite, the brothers Adam and others did much to establish the British reputation for excellence of design and workmanship in furniture, but these advantages were confined to the very wealthy, and the homes of the English middle and lower classes during nearly the whole of Queen Victoria's reign lacked almost every characteristic of harmonious and æsthetic taste. The marble-top chiffonier, glaring carpets with suggestions of ferns and foliage, the ubiquitous antimacassar, the atrocious rep coverings on French furniture, the wax flowers, the glass-covered clock were all characteristics of the Victorian era. *Nous avons changé tout cela.* To-day the most modest home is furnished in exquisite harmony and perfect taste, and the villa competes with the mansion in the perfection of its appointments and the beauty of its surroundings, and although not so luxurious is no less refined and harmonious.

For this changed condition we are indebted in a great measure to a young enthusiast who had dreamt of a career at the bar with visions of the woolsack, but being compelled to join his father's business as a furniture manufacturer, brought into play his wonderful gifts of

imagination, a boundless energy, and a determination to reach the highest pinnacle of achievement in his vocation. The boy who harangued imaginary juries in the little study at the top of the house when all the rest of the family were peacefully sleeping, and who at ten years of age frequented the Liverpool assizes for forensic inspiration, revolutionized home furnishing and decoration in this country, built up a great British reputation for this branch of art and industry throughout the world, maintained the high standard of a two-century-old business and developed it into one of outstanding importance, and became a peer of the realm.

There are three romances in this story. There is the romance of a firm established about the same time as the Bank of England. To trace its growth we must go back to a very different England from that of to-day; to the time when the journey from Lancaster to London occupied two or three weeks, when the "roads," if indeed we may use the term, were so infested with highwaymen that the traveller required an armed escort; to a time before Blenheim was fought, or St. Paul's Cathedral finished; when Peter the Great of Russia still worked as a ship's carpenter at Deptford; when the population of England was barely six millions; long before steamers or railway trains were known, and when even the old stage-coach was still a recklessly rapid innovation of the future. We must go back to a London whose feeble, tippling night watchmen, flickering oil lamps, and dimly lighted streets were admirably adapted to the professional practice of the bands of robbers who infested them; when the city was still the home of London merchants; when Defoe, Pope, and Addison still gossiped in the coffee-houses; when Sir Peter and Lady Teazle still represented the "smart" fashions of the beau-monde; when duelling and gambling were the order of the day—as much as £10,000 being sometimes lost at a sitting; to a London unpaved, a primitive row of stakes dividing the traffic, a London of sedan chairs; of link boys with lighted torches; to a period before the *Times* was started; before we acquired Canada, or lost America; a time long before telegraphs, telephones, electric light, hansom cabs, and motor-cars, not to speak of typewriters, and the "Under-ground" were ever thought of.

In these quaint old-world times, and in the town of



MR. ROBERT GILLOW
FOUNDER OF THE GILLOW FIRM

To face page 75

Lancaster, originated the germ which has evolved into the great house of to-day—a house which has prospered under no less than ten Sovereigns, to wit: William III, Queen Anne, the four Georges, William IV, Queen Victoria, King Edward VII, and now King George V, and whose customers included such names as Lord Clive, Warren Hastings, and a whole host of English celebrities, monarchs, peers of the realm, ladies of the Court, great statesmen and divines, and famous painters, authors, lawyers, and actors. The honour of initiating the house of Gillow belonged to a humble joiner of Great Singleton—one Robert Gillow, who started business in a very small way as a carpenter in Lancaster about the year 1695. He was a great man, however, though in a small way, and the day of enlargement was not far off. In 1728 he was made a Freeman of Lancaster. Most of his heirs and successors were men of like calibre. It is amusing and pregnant of instruction, as one looks down upon the magnificent structure of Waring & Gillow, in Oxford Street, revealing one of the finest and most artistic commercial façades in Europe, to revert to the quaint old book-keeping entries of the early Gillow days, and note “rent of ye shop for ye year, £3.”

The Gillows not only revolutionized furniture ideals and were in the front rank of this manufacture, but later, became for a time sort of universal providers and shippers as well. We read amongst the quaint old-world entries that not only furniture, but candles, saddles, “brewery ale” were “shipt by the grace of God, in good order, and well-conditioned, in and upon the good ship *John and Peggy*, whereof is master (under God) for the present voyage,” etc.

And then there is the romance of another firm, who in the latter half of last century—a Liverpool firm—began to attract attention. Though not so old a house as Gillows, it had absorbed all the best traditions of furniture manufacture, and added a fertility of ideas, in matters of art, design, decoration and construction, all its own, and which early made its impress in the trade of the north. It soon became obvious that these qualities, combined with a masterly grasp of detail, brilliant dash and executive ability far in advance of those times, were destined to constitute a new force in the furniture, decorating and allied industries, such as the furnishing world

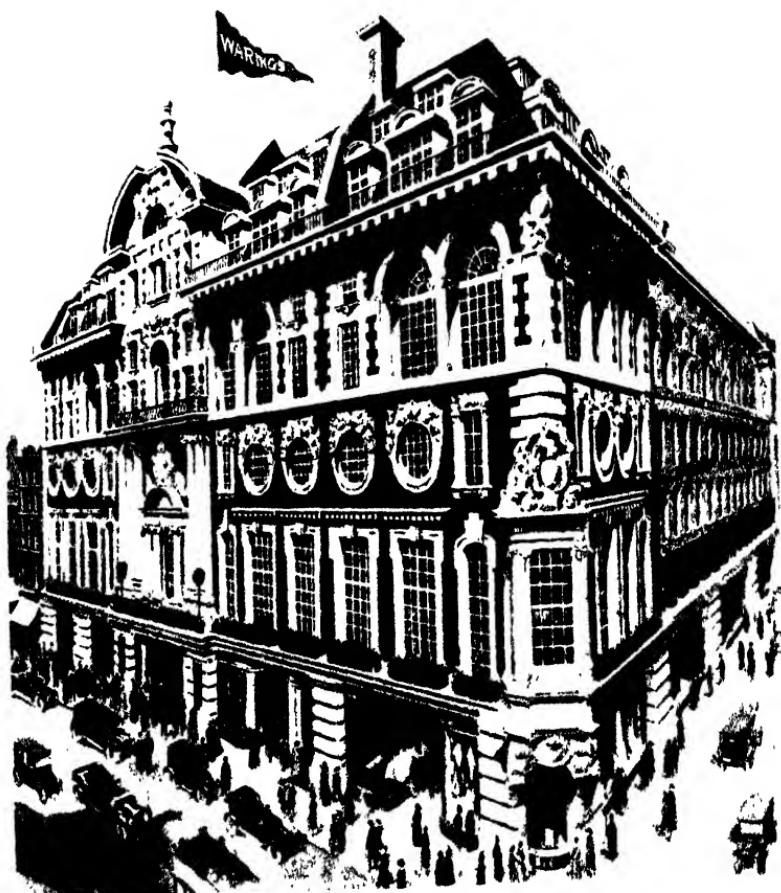
had never known before. This was Waring's—now so well known in every part of the world.

Naturally Waring's gravitated to London, and eventually joined hands with Gillow, the new school and the old, and initiated an amalgamation which included the old and distinguished oriental carpet house of T. J. Bontor & Sons, who had been established in Bond Street for over a century and a half, as well as the eminent house of Collinson & Lock, and thus formed a combination of experience, excellence and brilliance, probably unique in the world of commerce, and which in glancing at their record and characteristics, we must now treat as one unity in the style of Waring & Gillow, Ltd.

The history of furniture is the history of civilization, and the history of Waring & Gillow is largely the history of all that is best in the evolution of artistic ideals and taste and construction in the furniture of this country. For over two hundred years they have been either the creators or exponents of the best phases of both English and French furnishing art and construction, excelling especially in the characteristically English, Chippendale, Sheraton, Hepplewhite models, and those of the brothers Adam—some of whose most marked successes were expressly designed for the House of Gillow. They did much to redeem the degenerate art of the early Victorian period.

They participated in the Gothic revival, created by Pugin and Sir Charles Barry, and in no small degree encouraged the genius of Talbert in fostering the later Jacobean forms, which for many years were in high favour. Their reproduction of the best examples of French taste, including the styles of Louis XIV, XV, and XVI, as well as of the treasures of the palaces and museums of France, has largely influenced the taste of this country. Indeed what Ruskin did for art in painting, this house has done for art in furniture, by renouncing false or base ideals hitherto thought well of, and teaching, as Thackeray puts it, "how to admire rightly" in all matters, within the scope of their manufactures. So many successive generations have been doing their work that by inherited aptitudes it is "in the blood" of many of their employees to do more excellent work than is otherwise possible.

It is not generally known that this firm were the inventors of the billiard table, as well as of the telescopic



WARING & GILLOWS

To face page 11

dining table, and that it was Gillow who made the first Davenport for one Captain Davenport whose name was given to the article, and is not the name of the maker as is erroneously stated in some encyclopædias.

The records and history of the town of Lancaster and historical works on furniture made honourable mention of the importance of the firm and the great merit of its products, which are also referred to in felicitous terms in the novels of Jane Austen, Thackeray, and Lord Lytton.

And thirdly, there is the romance of Lord Waring himself, briefly referred to in the opening paragraphs. Born of an old Norwegian family from Varinger Fiord, who founded Waringstown in Ulster some three centuries ago, he has throughout his life shown himself fully possessed of all the vigour and enterprise of his ancestors. His cherished dreams of the ermine being frustrated by a practical father who thought that he needed his twelve-year-old son in his developing business, he threw himself heart and soul into his work, and quickly developed two characteristics that have been conspicuous throughout his life. The first was thoroughness in all that he undertook. I have known Lord Waring for many years, and have been impressed by this feature of his character, for I have known no other man who carried it to the same degree. If he was to be a furniture man, then he would know more about furniture than any other man, and I believe he does. He studied business; he formed a studio which later became unparalleled in its character, and has supplied designers to most of the capitals of the world; he read nearly every book that was published on furniture and decorative art, and in pursuit of his ideal to bring good decoration and furniture within the reach of all classes left no stone unturned in acquiring the fullest knowledge of his craft. Combined with this thoroughness was a natural imagination and taste that was developed with experience, but still more important was his great ideal to wage war against the commonplace and incongruous, to elevate the tone of home surroundings, and to bring the highest type of harmonious and useful furniture within the reach of every British home. The surpassing energy which he brought to his task is well illustrated by the fact that on one occasion shortly after his advent to London when a huge contract had to be dealt with, he and the staff of his studio worked for an

entire week without sleeping, and for fifty years he has habitually worked about fifteen hours a day.

In his war against the dullness of the Victorian era he appreciated that it was necessary to educate the masses in the canons of good taste, and realizing that they had not the opportunity of visiting the houses of the wealthy, he determined that they should have their opportunity of perceiving what pleasure was to be obtained from refinement, harmony of colours, and purity of style. To accomplish this he devoted himself to the task of revolutionizing the furnishing of hotels and ships which are the rendezvous of all classes, and thus he was enabled to illustrate to them how the furniture of the best British periods could be adapted to modern needs, and to create a style pre-eminent for its simplicity and utility, and known throughout the world as the Waring style.

His campaign was eminently successful, and a great business was built up. During twenty years he travelled about fifty thousand miles a year in almost every part of the world, furnishing many palaces and hotels throughout Europe and the East, winning the confidence, admiration, and, in many cases, the esteemed friendship of monarchs and princes, and incidentally making the name of his firm a household word in many civilized countries, while demonstrating to the world the superiority of English decorative art and English furnishing.

In the development of his business he faced difficulties of a character formidable enough to have engulfed most men, but from what appeared to be irreparable disaster he emerged with most conspicuous success, and his story when it comes to be written will constitute one of the most enthralling romances in the history of trade, and will be full of encouragement to future generations of the youth of the nation.

The factories at Lancaster and Liverpool, and the magnificent establishment of Waring & Gillow in Oxford Street, are monuments to the achievements of Lord Waring, but his greatest monument is the new standard he has created in the decoration of British homes and institutions.

It was not in the decorative world alone, however, that Lord Waring found scope for his marvellous energy and imagination. Realizing that English building methods were cumbersome and slow compared with

the American, he started the Waring-White Building Company which based its process on American building methods and was thus able to reduce the time hitherto occupied in building to a half or even a third. The Liverpool Cotton Exchange, the first contract carried out by this firm, finished in sixteen months as against four years suggested by the nearest British contractor, Selfridge's magnificent building, the Carlton, the Ritz, and the Automobile Club are some of the many edifices put up by this company.

Throughout the whole of his career he has endeavoured to promote mutual good feeling between employer and employed, and at his own country residence was started an annual Convention of Labour leaders and employers to discuss and endeavour to find a friendly solution of the difficulties between Capital and Labour. Of his war activities and his philanthropic work this is not the place to speak. Suffice it to mention the hospital which he furnished, equipped and maintained under the patronage of Queen Alexandra in Portland Place during the war, and the fact that the idea of the Cenotaph was initiated by his fertile brain, he having actually put up the original Cenotaph in Hyde Park and commissioned Sir Edwin Lutyens to design a permanent monument to be presented to the nation, when the Government, recognizing that it was a national responsibility, decided to carry it out themselves. The romance of Samuel James, Baron Waring, is the romance of British furniture in this century, the romance of a new English renaissance in decorative art as applied to the home, the charm and practicability of which is now recognized throughout the world.



THE LATE SIR JOSEPH LYONS

LYONS

ABOUT forty years ago a young traveller selling cigars for his family firm, which had been established for many years, struck with the lack of catering facilities, conceived the idea and suggested to his brothers that they should embark on this new business. A few years later, in 1894, the first teashop was opened at 37 Piccadilly. To-day the business is capitalized at nearly six million pounds sterling, and employs thirty thousand people.

The story of Lyons is the romance of an ideal. Perhaps the story is best told by the late Mr. Montague Gluckstein, the man who conceived the idea, and until his recent death was the leading figure in its marvellous development.

"My father and partners," he wrote " (I am now writing of the later 'seventies), had been cigar manufacturers for a couple of generations. The business was successful. But successful though it was, we were a large family (my father died in 1873) growing faster than the business itself. It was obvious, therefore, that sooner or later someone would have to break out in a new line.

"At that time I was on the selling side, acting as traveller when not engaged in the factory. Any man moving about the country can, if he cares, pick up useful information upon the needs of the public—find for himself 'What the Public Wants'—out of the unsatisfied requirements of his own and the people about him, and he can then try to plan a way to meet them. And those of the early eighties, I may tell you, fairly shouted for fresh enterprise. It was my experience at Exhibitions that first brought home to me the dreary and standstill catering methods of that time.

"Supposing that you had been a stall-holder then, and unable to spare much time for your meals. You had your choice of three things, and three only—the extortionate and unsatisfactory catering within the exhibition itself, the public-house, or a visit to a coffee-house or to

one of those places familiarly known as 'a good pull-up for carmen.' It would be hard upon people who take for granted the catering of to-day to sit down to one of those meals in those surroundings.

"I had then an opportunity of studying catering methods, estimating the number of guests and the amount of the takings and of working out my conclusions, in regard to exhibition possibilities, into the shape of a rough budget. The next step was to secure the co-operation of my brothers in floating a catering business. It would not occur to anyone in these days of the high altitude of restaurant specialism that so comparatively recently as at that time the objection could have been raised that catering was hardly the thing for people engaged in the aristocratic business of cigar manufacturing. But so it was.

"A compromise was reached on the basis that the family name should not be used as a trading name in connection with the undertaking! That sounds strange indeed, doesn't it? Once our fastidious shyness was accommodated, however, we agreed that operations were to commence at once with an attempt to secure the catering rights for the Newcastle Jubilee Exhibition of 1887. I was to take the managerial side. Then we wanted to find someone to act as ambassador to the new firm and negotiate with the exhibition authorities. There was a distant relative of my brother's wife; this lady was at that time the only support of a widowed mother, and had not yet married my brother. This distant relative was Joseph Lyons—and he was at that time running a stall at an exhibition at Liverpool. I went there for a night, that stall was closed down, and the *terms of our arrangement I put on an ordinary sheet of notepaper.*

"That is the first chapter of the true and romantic story of the making of the firm that now owns the Trocadero, and is magnifying it into something the like of which London has not yet seen.

"A word about our first attempt to cater for the public in the way we thought it should be attended to is an instance of the *ideal* I always had in mind. At the Newcastle Exhibition we had a large kiosk and served the best tea we could buy at *twopence a pot*—the standard charge at that time was *threepence a cup*.

"An important feature at the exhibition was the

Hungarian Orchestra under the direction of a conductor, then famous, named Barcza. When the exhibition seemed likely to close prematurely, we decided to run the kiosk as an attraction by itself. Instead of having an island surrounded by an ocean, I wanted that island to be the whole show. My belief was that the low price we were charging, and the new service we were giving, would attract the people of Newcastle. I engaged Barcza and his orchestra at £150 per week, a salary then without precedent.

"Our Newcastle venture made good—out of that humble but very important trio, tea, bread and butter of *the best kind* sold at a reasonable price, the foundation was laid of what was afterwards to be the largest catering business in the world.

"Glasgow, where we had the Bishops Palace tea-rooms, with waitresses dressed in the Marie Stuart period, followed. It was a business and social triumph.

"Emboldened by these successes we branched out in the year 1889 in Paris with the 'Franco-British Café and Restaurant,' an experiment not altogether successful except from the point of view of experience gained of which I have since made good use in our home business. We have always analysed our little failures as severely as our largest successes—we are, I may be permitted to say, quite merciless critics of our own ventures.

"This encouraging start in the provinces and experience gained in Paris led us to brave the great task of catering for London. We began in connection with the first Barnum and Bailey show at Olympia.

"It is interesting to note that J. Lyons & Co. Ltd. have held the contract for that building ever since, in the face of unlimited competition.

"After their show had been running some time, Bailey thought there was a sign of a slump, and shut down.

"Later on, the business was extended in the direction of that London institution—the Lyons tea-shop. The first tea-shop was established in 1894 at No. 213 Piccadilly, and is open to-day. The idea of a cup of tea for twopence with other things at correspondingly low charges was rapidly followed by the opening of six or seven other establishments in various parts of London. At this time J. Lyons & Co. was converted from a private concern to a public limited liability company.

" We had then the tipping system ; it was the universally recognized method of payment in the catering trade—but we were among the first to employ waitresses, women who were dependent upon the generosity of the customer for their earnings. The system had obviously many undesirable features. There was an energetic Press campaign, led by some of the most brilliant writers of the day, who took for their slogan 'The Lyons and the Lambs.' It ended in the waitresses at Piccadilly protesting. We realized we had made a mistake—said so publicly in the Press, announced 'As from to-night NO GRATUITIES,' and inaugurated the system of payment and commission which is working so successfully to-day.

" We were beginning to appreciate that the service for which we had achieved already a reputation might be extended to another kind of catering, that is, a West End restaurant in which the cuisine would be equal to the best existing on the Continent, yet the price within reason, not bearing hard on the ordinary pocket.

" The lease of the Trocadero Music Hall (which occupied about half the present site) was acquired from Didcot and Chevalier, and the work of construction put in hand. Unfortunately we were ill-advised professionally, and after some months had elapsed, apart from an inextricable mass of iron girders and bricks, we were apparently as far from opening as when we originally commenced the work. Expert advice was called in, and instead of the original sum estimated we were told it would be necessary to spend four times the amount—an addition of over £100,000. A serious matter which led to J. Lyons & Co. passing their dividend—an incident almost impossible for the present generation to conceive. One of my co-directors at once agreed to take up £100,000 in debentures.

" Unfortunately, he died before the deal could be completed—we were in *status quo ante*. In order to give our shareholders ocular demonstration of the actual position of affairs we held our meeting in the practically completed grill-room of the Trocadero. The necessity for further capital was explained to them. There was an uproar easily understandable, but, to my astonishment, I managed to soothe them, and I, with the co-operation of other members of my family, raised the necessary £100,000. *The only subscriptions from outside, which*

GREENFORD FACTORY FROM THE AIR

To trace have 87



were publicly invited, amounted to a paltry £100. I think there may be a few who to-day regret a lost opportunity!

"In the meantime we were pursuing the development of our catering activities for garden parties, private banquets and wedding receptions, and a reputation was quickly secured for the service we were able to give. As far back as the early 'nineties we were honoured by the commands of his late Majesty King Edward VII (then Prince of Wales) for functions both at Windsor Castle and Buckingham Palace and command performance at the Royal Opera. It is a source of great gratification to us that we have continued to enjoy Royal Patronage ever since.

"With our difficulties satisfactorily settled, we were able to continue the development of my ideas. We opened tea-shop after tea-shop—each with one or two minor exceptions as successful as the original. The Popular Café was a complete innovation, giving as it did a high class restaurant service at prices which had hitherto only been regarded as possible among the establishments of Soho. From the first it was an unqualified success, and since then we have moved with the times and met the public's need through the medium of our Corner House and Maison Lyons.

"The recent developments of J. Lyons and Co. Ltd. will be familiar. We are daily engaged in applying all this accumulated experience to improving our service. How far we have succeeded may be investigated by those who desire. I merely wished to show in these few notes that such developments are no mere accidents, nor accomplished without mistakes and set-backs, and if these words of mine seem to bear the personal touch to a great extent, that is merely because it is inevitable to the telling, and not through any lack of appreciation of the efforts of my co-directors, whose unique abilities, unfailing co-operation, and relentless energy in the interest of J. Lyons & Co. Ltd. have rendered my ideal possible of attainment."

It soon became clear to the directors of this organization that the provision of mere comfort was only at the beginning of a long chain of potential service to the public on lines such as had not been attempted. Comfort, after all, is only the beginning and outskirts of the field of luxury, which is merely comfort raised by refinement.

As the first Lyons tea-shop initiated the public into appreciating, and later, expecting conditions of such taste, Messrs. Lyons began gradually to extend the comfort of their places, and enhance its degree until it overlapped into the field of luxury. They began to equip and open cafés and restaurants in which far greater attention was paid to such things as the setting and elegance of surrounding, the pattern and lustre of crockery and cutlery, the whiteness and fineness of table linen, the provision of music, and so on. These notions were illustrated in the first "Corner House" which they built in London, and in the "State" cafés which they built in Manchester and Liverpool and other cities.

These super-cafés were a distinct landmark and pioneer-work in the rapid evolution that has taken place during the past twenty-five years in British restaurant life and habit. In these places people made the astonishing discovery that beauty and luxury in eating were not the prerogative solely of the very rich, and the man of modest income and his wife could realize in these new places something of the spirit of refinement and thoughtful service which actuates the very best and most exclusive restaurants of this and other European countries. He could taste dishes hitherto unknown to him and hitherto regarded by him as within the reach of no one who had not ten times his own income. He could hear music of the kind he liked, played by orchestras which, whether large or small, were, at all events, always of a very high order of musical merit.

And the great middle-class public of England to whom Messrs. Lyons introduced all these new pleasures at once signified its approval. The Corner House idea (as a natural development and outcome of the Lyons tea-shop idea) developed so fast from the support afforded to it that it found its culminating point in the new Corner House in Coventry Street, London, wherein no fewer than five thousand people at one time may eat and drink practically what they will of the world's delicacies in conditions of beauty and luxury such as are quite unapproached in the popular restaurants of any other country. Such is the public confidence in what Messrs. Lyons can achieve that there were queues a quarter of a mile long waiting to get into this restaurant when it was opened, in order to see what new high water mark the

firm had reached in their latest exposition of what a popular restaurant can be.

But this tea-shop and restaurant trade is but a part of Messrs. Lyons' total activities. From the simple fact that customers frequently asked to be allowed to make purchases of food, tea, etc., such as they had consumed in the tea-shops, arose a retail or counter trade which eventually reached vast proportions and entailed the setting up of a far larger basic organization than would have been necessary for the restaurant and tea-shop trade alone. Lyons' bread, for example, as sampled in slices in their restaurants, became so much in demand for home use that a special bakery had to be established to supply it. That bakery has been extended from time to time until the present one (at Cadby Hall, Kensington) is capable of producing ten thousand loaves—besides thousands of cakes—an hour, the largest bakery in the world.

The demand for Lyons' tea-shop tea became so great that their tea-packing factory at Greenford is now capable of packing and wrapping over one million packets per day. Similarly grew the demand for Lyons' ices, till eventually the firm had to install an ice-making plant on a scale which compares with the largest plants in America, the home of the ice and the cool drink.

Think for a moment of these things, and of all the thousands of ices, pastries, chocolates, sweets, and the rest that have to be distributed (by their own transport) to their hundreds of shops, and thousands of agents, and you get an idea of the immense personnel required to execute this colossal share of the daily feeding of England. For their Exhibition restaurants alone, Messrs. Lyons employed a staff of seven thousand people. Add to this figure the permanent staffs of all their other cafés, restaurants, and works, and you get a total staff of nearly thirty thousand people, a figure quite without parallel or approach in any catering organization that exists. This staff comprises all manner of people, from professional men, such as doctors, chemists, engineers, accountants, solicitors, to craftsmen such as foundrymen, fitters, carpenters, machinists, electricians, and on to tradesmen such as butchers, bakers, cooks, and all the rest. Included in the list are noticed even dentists, chiropodists, and even manicurists, who are available to look after the physical

comfort and well-being of that mammoth staff of thirty thousand souls. Also included in the lists are several hundreds of musicians, probably the last kind of profession one would expect to see on a business firm's pay list; but, as a matter of fact, Messrs. Lyons, who were the pioneers in England in the provision of music in tea-shops and restaurants, spend no less than £150,000 a year on music alone.

Interwoven with all the Lyons developments and making romances of themselves are the stories of the Trocadero; the hotels; the banquets; the eight thousand guests who were catered for at Olympia for the *Daily Mail* and allied newspaper staffs at the invitation of the late Lord Northcliffe; the King's parties at Windsor; the two thousand five hundred guests of Lord Strathcona at Aberdeen, when the Company sent down everything, waiters included, from London by special train and prepared many of the dishes on the journey; the Masonic banquet at Olympia this summer at which eight thousand diners were present, and the wonderful record at Wembley last year. Perhaps the story may be concluded with a few remarkable figures.

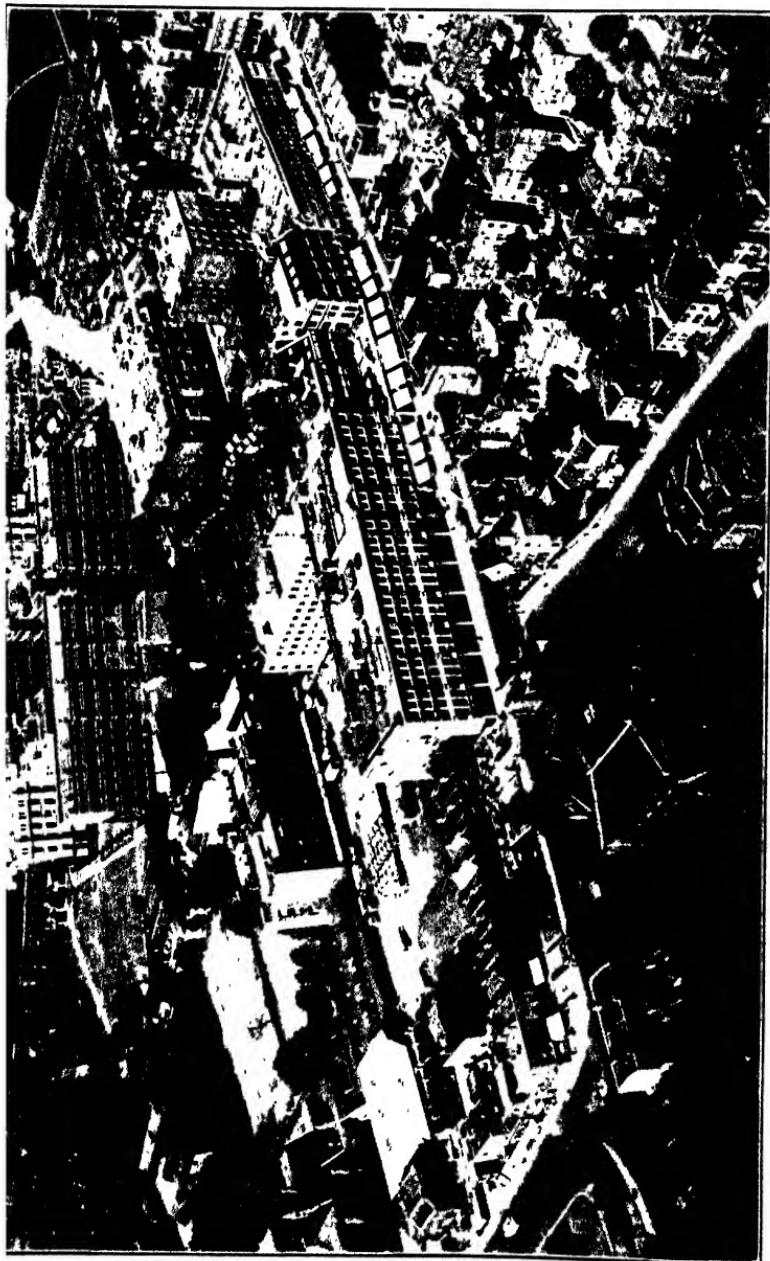
Messrs. J. Lyons and Co. Ltd. have two hundred tea-shops in the London area, and two Corner Houses, the New Coventry Street and Strand Corner House; and two Maison Lyons, Oxford Street, and Shaftesbury Avenue, W.1. There are two State Cafés, Liverpool and Manchester. There are also tea-shops in Brighton, Eastbourne, Birmingham, Sheffield, Leeds, Nottingham, Wolverhampton, Bristol, and Bradford.

There is a school for waitresses at 9 St. John's Square, Clerkenwell, to which detachments from the waitresses in the Provinces occasionally come. Two years running some of the waitresses visited the wine-growing districts of France, some going by aeroplane, and others by boat. They paid their own expenses.

Cadby Hall, the Head Offices, covers an area of 9·6 acres. Besides the Head Offices, Cadby Hall is occupied by the stables, bakeries, and kitchens. The tea-van salesmen leave here every day, and also the large vans which travel the country leave every week.

Greenford factory, which covers an area of 50 acres, is occupied by tea, coffee, cocoa, custard powder, chocolates, bonded tea warehouse, and confectionery generally.

C. MOBY HALL, KENSINGTON, FROM THE AIR



Here is also a welfare department, with first aid, dental clinic, and manicure. There is also a chiropody and dental clinic at Shaftesbury Avenue.

The Lyons Club, for the use of the employees, had seventeen thousand members, and is situated at Sudbury, Middlesex. It covers 70 acres, and was purchased for the members by the Directors as a War Memorial. It was visited by the King and Queen in February, 1923.

There is a large boiled sweet-making factory at Shepherdess Walk, N.1, and a small cocoa factory at Clerkenwell. The department dealing with the shop window decorations at the Maison Lyons, Corner Houses, and tea-shops is at 8 St. John Square, Clerkenwell.

Total number of employees of J. Lyons & Co., Ltd.	over 30,000
Total number of meals served to the general public per week	10,000,000
Number of menus used per week all year round	35,900
Number of packets of tea sold per day ...	1,000,000
Number of loaves leaving the bakery per hour	10,000

Messrs. J. Lyons & Co. carried out the catering for the British Empire Exhibition at Wembley in 1924, but declined to undertake the contract for 1925.

The number of employees employed at Wembley was	7,000
Total number of meals served to the general public at Wembley	8,000,000

Total Consumption of Food during Wembley, 1924

- Over 1,000,000 cakes.
- Over 1,000,000 two-lb. loaves.
- 4,950,000 rolls.
- 5,160,000 buns.
- 300,000 lbs. of butter.
- 120,000 lbs. of tea.

Breakages at Wembley

- 410,000 saucers.
- 450,000 teapots.
- 1,480,000 glasses.
- 1,378,000 cups.

92 ROMANCE OF GREAT BUSINESSES

Quantities of Plant in Daily Use at Wembley (Table Cutlery, etc.), 1924

2,000,000 cups, saucers, and plates.

750,000 glasses.

500,000 knives and forks.

30,000 chairs.

250,000 serviettes and table-cloths.

LEVERS



THE PRESENT AND THE LATE
VISCOUNT LEVERHULME

To face page 65

LEVERS

THE romance of Levers has been often told, but some parts of it, at least, will bear repetition, and in any case could not well be omitted in a story of the Romance of Business. Nor can the romance be better, more interestingly or more accurately told than by the Bolton grocery clerk in his father's shop who, forty years ago, "thought he would go into soap," and recently passed away a peer of the realm and the head of the largest industrial organization in the world, occupying a town which it has itself built on the banks of the Mersey, with huge factories and ramifications in every part of the globe. The story was told by Lord Leverhulme, then plain Mr. Lever, about twenty years ago.

"I will tell you a little personal reminiscence. You know I was a commercial traveller myself—a happy commercial traveller—until I was thirty-five years of age, when I got into the soap business. The fact of my being in the soap business I have always attributed to a little incident that occurred one afternoon over thirty years ago outside a grocer's shop—I saw that shop within the last few weeks, it had not changed at all, everything looked the same as before. I will tell you what the incident was.

"On one of my journeys I used to drive to a place called Hindley (which lies between Wigan and Bolton) and call upon the shopkeepers there. I never had anyone to look after the horse; I usually fastened the reins with the whip in the socket so that they could not trail, put the rug on the horse's back, and went into the shop; the horse by long habit always stood there—I never had a horse run away all the time I was out.

"On that particular day I had got along with my work very well, and by a curious chain of circumstances, such as you will all experience sometimes, I found myself with my work finished at half-past three in

the afternoon instead of five o'clock. It would just have taken me about three-quarters of an hour to drive to Bolton, and then I should be in time to hand in my book and my money, count it and see that it balanced, and go home.

"Well now, if I went home you see, at half-past three, I should be there at a quarter past four, and I just debated what I should do—go back, or make use of that hour and a half? The decision came that I should make use of that hour and a half. So I set off to a village called Ince (which was the next village farther on between Hindley and Wigan), and I called upon a shopkeeper there. I can still see the shop—I can still see four or five baskets of French butter in it, I can see where they had the cheese on the counter, and I can see where they had the sugar wrapped up on the shelves. I endeavoured to get an order there and did not succeed. I knew nothing about the respectability of these people, whether they were worthy of credit or not, and I did not want to inquire; by long practice I could judge whether a man was able to pay by the look of his shop. But I did not get an order, and went to the next grocer and got an order for three-quarters of a hundredweight of sugar wrapped up in pounds. I went to another man and got an order from him. Then I went to another and got an order from him. I got three orders in that village. There was another shop I called on where I got no order. Altogether I did five or six calls in that hour and a half, in addition to the driving.

"Then the time was up and off I went to Bolton. It will be clear to you that I had to call again the following fortnight, because the orders had been delivered and the goods had to be paid for. So the next time I started off on the journey I had to make it a point to finish at Hindley at half-past three in order to get along. By saving every possible minute at every shop in the morning, I again finished early and again set off to Ince. I found that on each successive journey I was doing a little more and a little more, getting away for Hindley earlier and earlier, and getting more customers—in fact, I made a regular journey of it and had to alter the arrangements and take a whole day for Ince. Then, when I took a whole day for Ince, I began travelling beyond Ince into Wigan, and I

gradually got some customers at Wigan until I thought, ' Well, this is very foolish—here we are paying 3s. 4d. a ton extra railway carriage from Liverpool to Bolton through Wigan, then having to cart it back again to Wigan at 5s. more—we had better have a place in Wigan.'

" I considered whose place we could have in Wigan, and found there was only one wholesaler there doing an exclusively wholesale trade; the others did a retail trade as well. So I asked a traveller at Bolton, ' Do you know anything about — & Co. of Wigan? ' ' Yes, he said, ' they failed a few months ago and compromised with their creditors to be paid 15s. in the £ in twelve months.' I thought, ' Well now, this is a thing I must look into.'

" The next time I went to Wigan—a busy day again—I called on — & Co., walked in boldly and saw the working partner. The other partner was in the flour business really, but he had come into this grocery business on the death of a brother; the father had had a flour and grocery business combined, and in his lifetime he had given one son the flour business and the other son the grocery business; the son in the grocery business had died, and the son in the flour business had to take up the grocery business, which had never consequently received the attention it ought. The manager was a very nice man, but quite unable to grapple with the business: hence the state it was in.

" I found that the manager was extremely anxious to find someone to take over the business, because with a light heart they did mean to pay 15s. in the £, and I suppose on paper it would show it, but they hardly realized that to pay the money they would have to sell every item of stock they had in the place and collect every penny of book debts. If they had done that, and paid 15s. in the £ they would have had an empty warehouse left, as they could not possibly in twelve months have made the whole of their capital back again. The grocery business is a much better business than the soap business, but they could not do that even in the grocery business; therefore, as it came to the quarter's end, they found themselves unable to pay the instalment.

" I found the manager willing to discuss terms. Then I saw the principal, who said they must have something for the goodwill. I had arranged to take over

the business, taking all their stock, etc., at what it had cost them, taking over book debts at what they stood in the books, except those that were doubtful or bad—and these I had agreed to collect for them without charging them anything. We had come to a fair arrangement. Now came the question of goodwill. A brilliant idea struck me: I said to the principal, ‘I quite agree about the goodwill—I think the usual basis is three years’ profits—I will give you three years’ profits on the business for the goodwill.’ As they had had three years’ losses there was no goodwill to be paid for. It did not make any difference to themselves, the business would have become extinct, as other grocers in the neighbourhood were taking their trade fast away from them.

“When I got that business I was twenty-five and a half years of age. That meant my going to Wigan. I sold my house in Bolton a few years after, because the Wigan manager’s health began to fail, and I went and took a small house in Wigan at £40 a year. I stuck to the business and worked away at it until 1884. In 1884 I had got the Wigan business working fine, and in fact it had grown bigger than our original Bolton business and was making more money. *And then I thought I would go into soap.* Why I thought of soap more than anything else I do not know, except that the wrapping of soap was my first occupation when I went into the grocery business. I began to think about soap, and I thought: ‘Now, I must have a trade mark, and the greater success I make of the soap the more they will try to copy my trade mark’—I had just enough sense for that. I went to the best Trade Mark and Patent Agent in Liverpool whose name—Mr. W. P. Thompson—had been given me. I walked into his office and said I wanted a trade mark for soap, and asked what he would advise. ‘Of course,’ I said, ‘it must be a name I can uphold in the law courts if an imitator comes along.’ He wrote down half a dozen names on a half sheet of notepaper—you hear a great deal about half a sheet of notepaper nowadays—but none of them appealed to me, yet amongst them was SUNLIGHT.

“But really, at the first blush, none of those names appealed to me. I had big ideas of some sort of name—I did not know what—but it was going to be such a marvel, and when I saw it written down in cold ink—

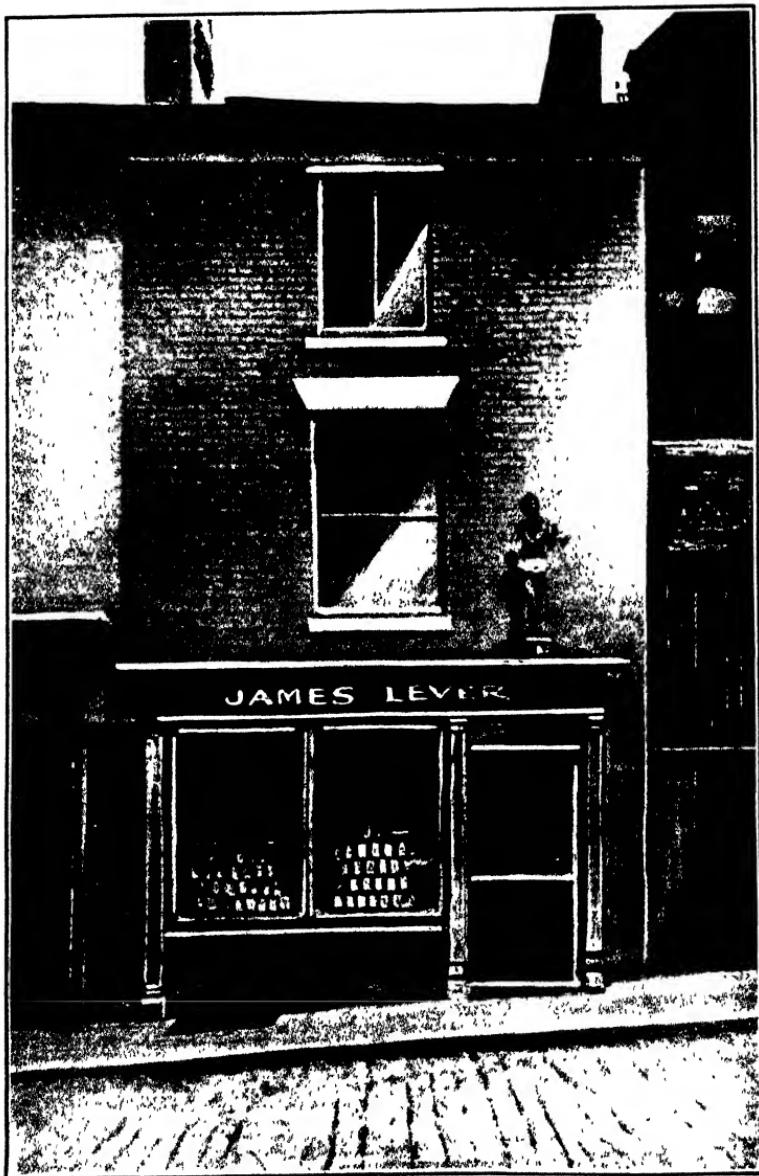
the names that were possible—names that you could register and fight for, names that did not describe the article, that were neither geographical nor descriptive, did not refer to quality, and got over all the obstacles that the Trade Marks Law has very properly put in front of us—none of them appealed to me. I put the list in my pocket and went away feeling disappointed. Every time I had a few minutes to spare I had this list out and looked at it. Then, suddenly, I didn't know how, after three or four days it flashed across me that SUNLIGHT was the one. It was on this paper; Mr. Thompson had simply given me names that were typical, SUNLIGHT along with the other half-dozen. When that occurred to me I had to go straight off to Liverpool and ask him to register it at once: I was all in a tremble to have it registered, for fear somebody else had got it. And a marvellous thing it is, that the word SUNLIGHT was not only capable of being registered in England, but we have never yet gone to a country where it could not be registered. I don't think I could say that of any other name I could have tumbled on. Fancy a name that can be registered everywhere and that nobody had forestalled.

"All our soaps were then branded Sunlight. These soaps were all made for us. We had one soap made from oils, and in those days the manufacture of oil soap was not understood by a single soapmaker in the Kingdom. This soap perspired drops of oil, and on touching it the fingers became oily; the oil, of course, went rancid and smelt badly. It was very fine looking soap, good lathering soap, and good washing soap. I liked this soap very much, made a speciality of it, and called it SUNLIGHT SELF-WASHER, for I claimed that it could wash of itself. We tried to make a sale around Wigan and Bolton with it. I approached the London and North-Western and the Lancashire and Yorkshire Railway Companies in great fear and trembling, and made a contract for exhibiting plates at their stations at and around Bolton and Wigan—a £25 per annum contract with the London and North-Western, and a £25 per annum contract with the Lancashire and Yorkshire—so I committed myself to £50 per annum worth of advertising in addition to the cost of the plates. The plates had on them simply 'SUNLIGHT SELF-WASHER SOAP' with

some little notices round the sides—I forget them now—they were mostly Shakespearean—‘See how this becomes the house,’ and that sort of thing—I was and am quite an amateur in advertising.

“ But we had not this soap out long before customers began sending it back, and you can understand how upsetting that was to the travellers I had and to myself. We, of course, took everything back that they sent us. Then I had a row with the makers, and the makers said it was this or that, ‘we have got it right now,’ ‘if you give us an order for another lot,’ of course ‘*that* will be right.’ But that was *not* right, and I got rather disheartened. One day, however, a customer walked into our warehouse at Wigan—I remember her quite well; it is funny how I still remember the names of those old customers—and said, ‘*I want some more of that stinking soap.*’ Her customers, although the soap stank, came back for it, because, of course, it was only rancid on the outside; you had just got to use the soap for a few turns in your hands and this outer skin which had gone rancid was all washed away, and the soap underneath was as good and sweet and fresh as soap could possibly be. It was not rancid right through: it was only the effect of the oxygen in the air, which oxygenized the oil and made it rancid; the inside if you cut a bar in two, was always perfect soap. All the other soap-makers were down on this soap, but this woman made me think that, after all, the soap was right. I had disagreements with several of the makers; they had agreed to give me certain terms, and having got me as a regular buyer, they began to pare these terms down, and I resented it. One day I said, ‘I will make soap myself’—(I did not say it to them, I said it to myself). I remember telling the traveller of one of the soap firms, who wanted me to kick up a row with the makers—‘Look here, when I bark I shall bite; you’ll not hear my bark till you feel my bite.’

“ I set about to find works, and found the little works at Warrington which had been run by a firm who had made good soap, but had lost money every year in the process, for this reason, that they had tried to make a long list of soaps, such a list as that of any other soap-maker; they were making forty sorts of soaps and only selling a few tons a week; the grocer would select himself a soap and say, ‘I will have



"THE LOWER BLACKAMOOR," BOLTON

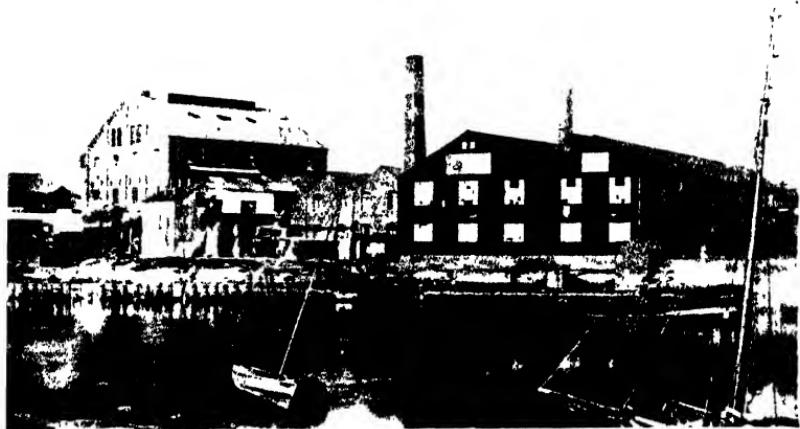
To face page 101

4 cwt. of this,' and not having been asked for that soap for say over six months they would have none in stock and would start to make the 4 cwt., but before it could be made the grocer had cancelled his order and placed it somewhere else. In such case no profit could be made; I don't think anybody could make a profit on a soap business unless selling 100 tons per week, and these people had never got up to that. I approached them and took the works on a six years' lease at a rental, including the plant and machinery, with the option of purchasing the plant and machinery at any time during the six years. We took the works in August, 1885, and made our first boil of soap in January, 1886. These five months were spent in perfecting our quality. In January, 1886, we were making and selling about 20 tons a week—that was the utmost capacity of the works. In December, 1886, we were selling 150 tons a week. I had first to resort to putting rings round the soap pans—that is, curved iron rings which increased the depth of the pan by two or three feet, and gave a greater boiling capacity that in our case increased the capacity by about fifty per cent. Then I had to get more pans, and had struggles with the makers to get the pans down in a hurry. In some districts we were three months behind with deliveries; somehow or other, out-of-the-way places got neglected. Every morning, on our going through the orders, the man who telegraphed for soap got some, the man who didn't got none because after supplying urgency orders there was none left. We had opened a certain number of districts in the beginning of 1886, and we dared not open any more, the sales were so great. We got those pans up, however, by the end of the year, and also put up a wooden building quickly. The glycerine was being poured away at that time, and we had to get a glycerine plant. By December, 1887, we had brought the capacity of the works to 450 tons a week from commencing at 20 tons. All this time we had trouble with the landlords for extra land, and the landlord who gave us our original lease of the place got my back up to such an extent that I vowed I would get a large tract of freehold land and be a free man, because of the terms he had made over such a miserable bit of land, asking more rent for it than I had to pay for land, works, siding, and wharf on the first take. In addition

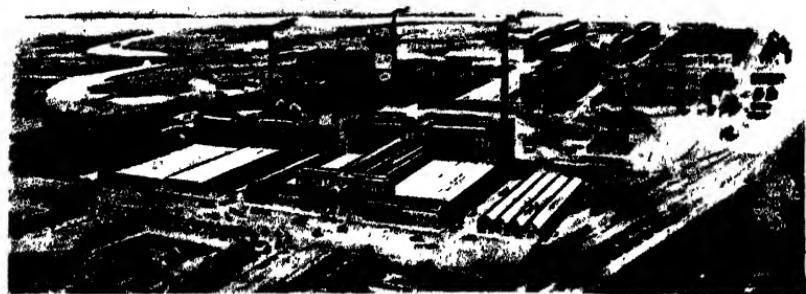
to that, he inserted a clause to the effect that I must give over using the sidings that he had agreed to let to me under the first lease; he found our business was growing so rapidly that it interfered with his own business, so he said: 'Before you get any additional land you must construct your own sidings.' That would have been fair had he treated me fairly over the price, but we paid a large sum of money for the sidings and wharf, and he said if I wanted to use the water facilities I must build my own quay wall on the new land. When the draft lease came to me there was added to it by the lawyer: 'This must not be taken as promising a lease.' I asked my lawyer: 'What does this mean? I have been bargaining about this lease long enough; I am beginning to build without lease or anything; I am not going to wait at all.' I had to do so. To think of all those orders pouring in and having no soap! I was going to keep the customers supplied, and I built the works without a lease. Finally, a six years' lease was signed for the new land.

"As soon as that was completed in the midsummer of 1887—about eighteen months after we began—I set off to look for a fresh site; I wanted to have done with the whole of them. I went along the banks of the Mersey, on both sides of the river, taking trains to different points. Then I came across to where Port Sunlight is. I remember looking over the field gate—situated right in front of the present office door—the gate which led into the field in which the whole of the works now are. As I looked over and saw the water facilities and the railway, I said: 'Here we are,' and I never looked any further. We had trouble then too, because I had a great many people to deal with for the land—one man for the land where the works are, and another for the land between us and the railway. The talk of everybody was that there would be a 'bust up' before long—all said it could never last. Fortunately for me, as I had got very little money to buy more land, I found them only too glad to sell to me while I had a little money. I kept buying land as fast as I could find the money until I secured what we now have, but I was stuck awfully in the price over the last piece even then.

"Now that I have traced it up, you can see that if I had not gone on to Ince that afternoon, to make good



THE ORIGINAL WORKS AT WARRINGTON, 1880



THE PORT SUNLIGHT WORKS IN 1924

To face page 103

use of that hour and a half, I should never have had the Ince journey, I should never have had the Wigan business, I should never have had the experience that led me into soap. I could not keep going to the office at Wigan every day when there was nothing fresh to develop; I had got the journeys all organized with the travellers going to all the large and small places, and having done all this I could not sit still, so I went into soap. I have always been firmly convinced that if on that afternoon, instead of going on to Ince I had returned to Bolton, I should never have been in the soap trade."

That is only the beginning of the romance, for the whole history of the company is a series of romances.

The first sod of the new factory was cut by the late Lady Lever on 3rd March, 1888, when the land acquired for Port Sunlight was allocated in certain proportions to works and village. Originally, 56 acres of land were divided into areas of 24 acres to the works and 32 to the village. When the present company of Lever Brothers Ltd. was incorporated in 1894, the works and village comprised an area of 86 acres. At present the total area is 547 acres—287 for works (including area in reserve for expansion) and 260 for village, village extensions, and recreation grounds.

As an indication of the growth of the organization since 1888 it may be interesting to know that the authorized capital of the company is now £130,000,000, of which over £50,000,000 has been subscribed. In Great Britain and various countries throughout the world over 270 companies and branches are controlled by the parent company. There are 169,000 shareholders, and the number of customers on the books in Great Britain exceeds 90,000.

The company has about 8,000 employees at Port Sunlight alone, and there are extensive offices in London, Liverpool, Manchester, Birmingham, Leeds, Dublin, and other home centres. The manufacture and distribution of Sunlight and other soaps are carried out by Lever Brothers and Associated Companies in practically every country in the world. They have their own large plantations in Africa and the Pacific Isles for the cultivation of cocoanuts, control vast territories for the growth of palms in West Africa, and possess seed-crushing and oil mills at Port Sunlight, Sydney, Durban, Opobo, and

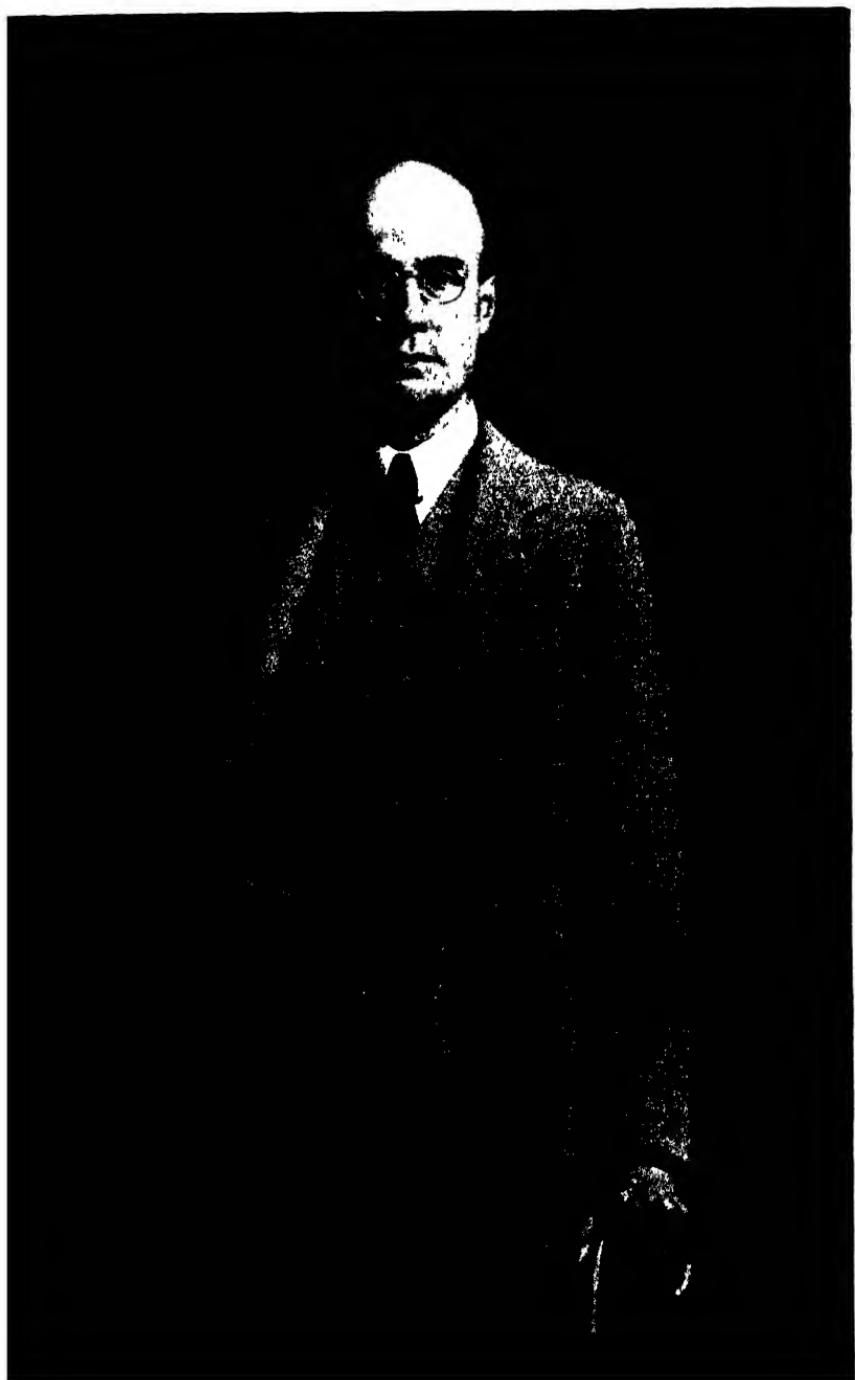
Lagos; oil refineries at Bromboro Port and extensive forests in the Belgian Congo.

In laying the foundation of the factory and village in 1888, Viscount Leverhulme, then Mr. Lever, also laid the foundation of goodwill towards those who were working with and for him. Side by side with the progress of the company there has been a progressive and enlightened policy of improvement in industrial conditions for the betterment of the people generally.

On the day of the cutting of the first sod on the site of No. 1 Soapery, he spoke of the desire of himself and his brother (the late Mr. James D. Lever) to build houses in which their workpeople would be able to live comfortably in pleasant homes provided with baths and gardens.

The houses in Port Sunlight are occupied only by employees of the company, under a system of prosperity sharing, at rents which are just sufficient to cover upkeep and repair. The firm's policy is not merely one of improving industrial conditions during working hours in the factory, but also of creating an environment which the wives and children can share equally with their husbands. There are no two blocks of houses alike in the village; there are no rows and no tenements, and every house has its bath and garden.

“ SKIPPER ”



"SKIPPER"

LESS than twenty years ago—and it seems only yesterday, I had occasion to call on business at the little office in the Cloth Market, Newcastle-upon-Tyne, shown in the illustration. The only occupant of the office was an office boy, and I had to wait for the two young members of the firm because they were out "selling." To-day that business is capitalized at two millions sterling, it has branches and subsidiary companies all over the world; its chief has been signally honoured both at home and abroad; it ranks among the great national advertisers, and its two young partners are still in the prime of life. One of them I have not seen since that day; it is many years since I saw the other. But the impression still remains of Mr. Angus Watson's boundless energy and enthusiasm, and of Mr. H. B. Saint's delightful courtesy and his equal, if more subdued, confidence.

The story of Angus Watson & Co.—of "Skippers"—is a romance well worthy of inclusion among the great romances of business. Its romance is one of vision and set purpose as well as of achievement—I doubt very much if Angus Watson "builded better than he knew."

The death of his father turned him out into the world at fourteen years of age, and he early became connected with the provision and canned goods trade of Newcastle and learnt the lessons of salesmanship in the school of practical experience. Almost before he had reached manhood's years he had joined the staff of Levers, where his success was immediate, and he was promoted to the management, first of the Hull, then Newcastle, and afterwards Glasgow branches.

Still in the early twenties further recognition came from Mr. W. H. Lever (the late Lord Leverhulme), at whose request Mr. Watson visited America to open up the soap trade in New York State. This residence in America accounts for the occasional unconscious mixture of American accent with his native Tyneside. As in

England, so in America, ability coupled with hard work must win through, and at the end of twelve months Mr. Watson was offered the Presidency of Messrs. Lever Brothers' Company in San Francisco. The time had come, however, for further action. "There is a tide in the affairs of men," and he knew it. Some courage is required on the right side of thirty years of age to decline a valuable appointment and still with very little capital to plunge into business with all its responsibilities and worries. Yet that is what Mr. Watson did. He came home to England, and with his friend Mr. H. B. Saint, founded the business of Angus Watson & Co., at the Cloth Market, Newcastle-upon-Tyne. This was in the year 1903. The Norwegian Canning Industry was then a very small affair, and the only one who seemed to recognize the many attractions of Norwegian Sardines, and to realize the possibilities was this young salesman. Improvements in the canning were first necessary, and after arranging for these the hard work started.

The Norwegian cannery were anxious for Mr. Watson to take up the sale of their product in England, but it is characteristic of the man that when he made his first contract with them on very advantageous terms he stipulated that these terms should be extended to his old firm in Newcastle, although he would have to sell in opposition to them.

The selling staff on the first day consisted of Mr. Watson and one representative, and the office staff—one office boy. The representative is still with the company, but his fellow salesmen, with assistants, now number nearly two hundred in the British Isles alone, of whom the former office boy is one, and there are many more abroad.

The business paid its way from the first week, chiefly owing to the brilliant salesmanship and indefatigable work of its founder.

Mr. Watson has a great flair for suitable brand names and a facility of expression and coining phrases or slogans rarely met with. Hence "Skipper Sardines" and such admirable slogans as "Suit you to a Tea," and "Ask gently but firmly," and many others too well known to need repetition here. A good illustration of his judgment was his acquisition of the "Old Salt" as a trade mark, now probably one of the best known in the world.

The original of the "Old Salt" was the late William Duncan Anderson, an old naval hero who had become an artist's model in London. Mr. Watson, seeing Anderson's portrait in a photographer's window, thought it would make an ideal trade mark for his "Skippers," so promptly bought the copyright for a few guineas. Anderson was afterwards put on the pay roll of the company, and remained so until he died, and his grandson is to-day a salesman in the business.

A long apprenticeship in pioneering in England, and his experience marketing goods in the grocery trade in America soon began to tell in the business. From the outset an almost entirely unique atmosphere was created around this venture, a spirit of frankness and confidence. The goods were sold on a guarantee to the grocer and the public. The young firm undertook to refund the purchase money to the grocer in any case where the goods did not prove satisfactory, and also to any dissatisfied customer if her name and address were provided. The firm has always stood behind the guarantee.

Always looking ahead, the business had made such progress in the first four years that Mr. Watson and his partner decided that the time had come to embark on an advertising campaign. The first contract provided for an expenditure of £1,000. In the year 1911—that is, four years after the date of the first contract and eight years after the foundation of the business—the advertising had grown to such an extent as to attract the attention and secure the admiration of the experts. In an interview with the Editor of *Printers' Ink*, in December, 1911, Mr. Angus Watson stated that he was then spending between £40,000 and £50,000 a year on advertising in Great Britain and America.

Quite early the company adopted the principle that every employee connected with it was entitled to share in the prosperity of the concern. After much careful investigation a "Prosperity Sharing" plan was inaugurated which is giving the greatest satisfaction to the staff to this day.

The progressive policy and the successful advertising attracted the attention of the French sardine packers to the increasing trade in "Skipper Sardines." These had always been marketed as Norwegian Sardines, but the French canners brought an action against Angus Watson

& Co., claiming that they alone had the right to the word "sardines," which was applicable only to the pilchard when canned. The French canners lost their case, but after further long legal arguments in the House of Lords it was decided in their favour.

Instead of injuring the young rival business as was probably intended, it simply afforded Mr. Watson an opportunity of displaying that rare genius of gauging the public feeling which he undoubtedly has. The result was a public test. Full page advertisements appeared suggesting that the public should be judge and jury. An offer was made inviting the housewife to purchase a can of "Skippers" and a can of French Sardines, and anyone honestly preferring the French Sardines and sending a postcard to say so immediately had returned to them the purchase price of the can of "Skippers."

The offer was an outstanding success; instead of purchasers claiming their money back, ninety-nine out of every hundred wrote to say they preferred "Skippers."

So the word "Sardines" was dropped, and as the advertisements said: "The word Sardines guarantees nothing, the name 'Skippers' everything."

The business increased to such an extent that it was computed seven-tenths of the entire Norwegian pack of Brisling and Sild was marketed by Angus Watson & Co., and the industry continued to grow at such a rate that to-day it affords employment for many thousands of people.

In recognition of his services to the industry, the King of Norway conferred on Mr. Angus Watson the Order of St. Olaf, by permission of King George, but Mr. Watson asked permission to decline the honour of Knighthood which accompanied the foreign decoration.

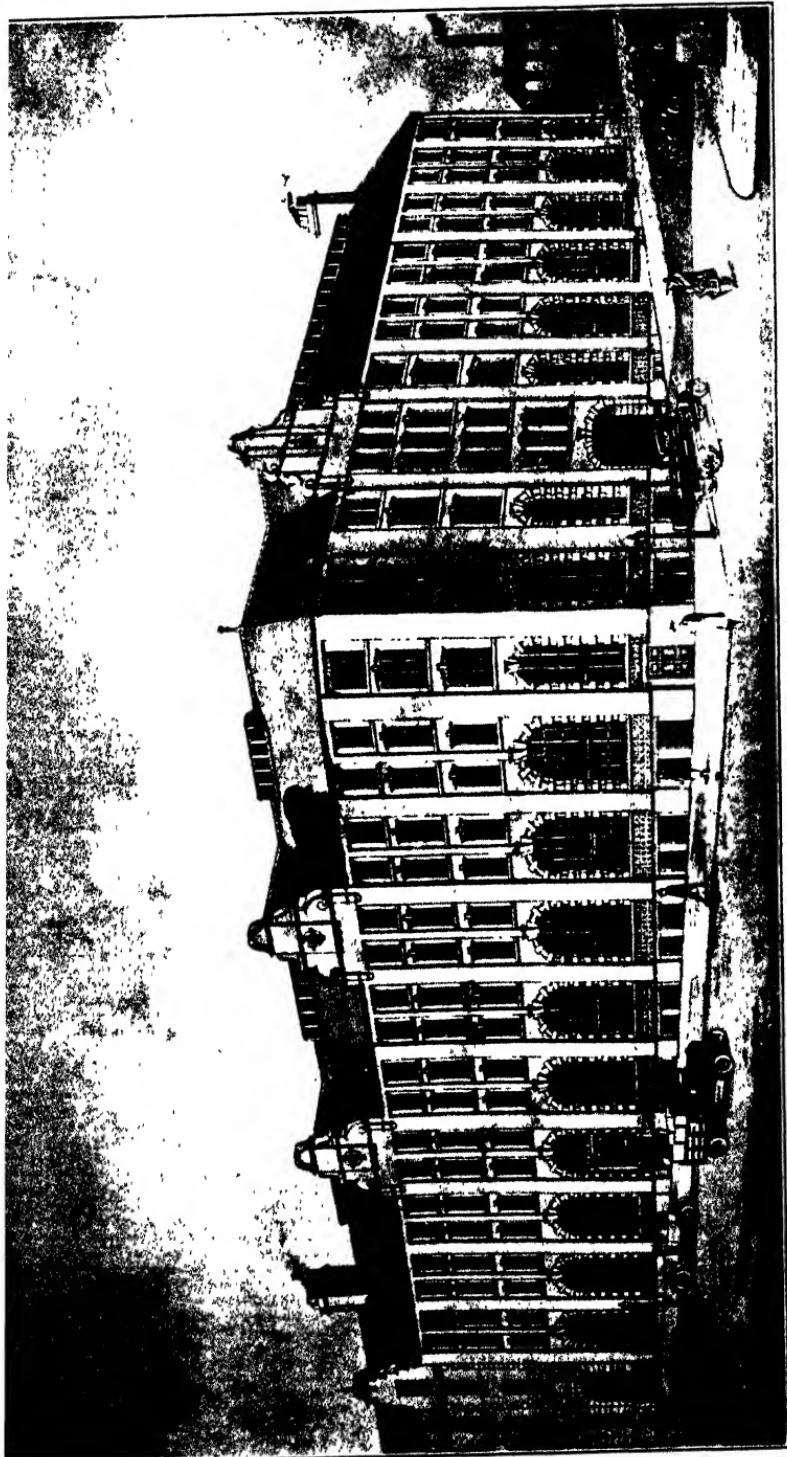
The business continued to grow steadily until the consumption of "Skippers" almost exceeded the supply, and other markets were carefully examined.

The Company had for some time been handling canned fruits and salmon, and Mr. Watson turned his attention seriously to the salmon market, and applied the same principles as had governed the marketing of "Skippers" to "Sailor" Salmon.

Canned salmon was sold in this country without any guarantee as to its quality or origin. So Mr. Angus Watson set himself the task of putting on the British

To face page 111

THE "SKIPPLER" FACTORY



market the best canned salmon there was to be had in the world, giving a guarantee with every can of the origin and quality, and keeping one label or brand and one only for that grade and quality. The brand chosen was "Sailor," and in 1912 the first Press advertisements appeared. They were on entirely original lines, and for the first time in the history of the trade the public were given some information on the value and importance of canned salmon as a food of the people.

During the war, when the particular kind and quality of salmon required for the "Sailor" brand was available in small quantities only, the "Sailor" brand almost dropped out. Since supplies have been restored the "Sailor" brand has gone ahead, until now it has perhaps the largest sale of any brand of canned salmon on the British market, and is still growing.

The same may be said of "My Lady" fruits. In fact ten years after the foundation of the business it was described by one who knew as one of the largest businesses of its kind in the world.

The ambition of the founder of the business was not, however, to be an importer, but to manufacture and find employment in this country for a large staff of workpeople.

This long cherished idea became an accomplished fact when the City Road Preserving Works, for the preservation of foods by the vacuum process, were opened in May, 1921, by Councillor T. W. Rowe, then Lord Mayor of Newcastle.

This enterprise, which cost £100,000 and was an innovation for the North of England, first confined its attention to the manufacture of "Sailor" Savouries which supplied a long-felt want, inasmuch as the products produced in these hygienic kitchens were, and still are, made with the exact ingredients as stated on the labels and cartons. The turkey is real turkey, the chicken real chicken, the salmon and anchovy real salmon and anchovy. No preservatives are added. Simply the exact meats and fish hermetically preserved by the vacuum process. A guarantee of purity accompanies each jar.

The preserving works were a success from the beginning, and within a short while "Sailor" Savouries Soups were added to the list of Angus Watson's Ready-to-Serve Foods, to the delight of thousands of housewives.

The rich stock obtained from making "Sailor"

Savouries is used for the "Sailor" Savouries Soups, and four varieties were first placed on the market—Kidney, Ox Tail, Tomato, and Mock Turtle.

Later, when arrangements were completed for a continuous supply of turtles from the Pacific, Real Turtle Soup was added to the list, bringing this delicacy within the reach of the majority of the public.

The plant at City Road Preserving Works where all these activities can be inspected contains a fine cold store where everything can be kept cool. The installation of the mincing and mixing machines has been described as the most up-to-date plant of its kind.

The greatest feature, however, is the laboratory, where qualified bacteriologists test every process of manufacture. Messrs. Angus Watson & Co. Ltd., were probably the first company of their kind to employ bacteriologists in this way, and this one feature among many demonstrates how anxious they are that the buying public shall have the best foods, packed under rigid supervision, under ideal conditions of hygienic cleanliness.

Some time since when a controversy arose regarding the relative purity of preserved foods as compared with fresh foods, Mr. Watson immediately made the following offer:

"If a committee of scientists were appointed in this country to study the whole question, I should be prepared to give the sum of £10,000 for any public charity they care to name, if it could be shown that preserved foods are not as safe as fresh meat, fish, fruit, or vegetables."

This challenge, made with all the courage, confidence and fearlessness so characteristic of Mr. Watson, was not taken up. The facts are that preserved foods are every bit as safe as fresh foods, and if anything the balance is in favour of preserved foods. There are many people who do not understand the wide gulf that separates "Preserved Foods" and "Preservatives in Foods." They are as distinct as the poles. Preserved foods, such as Angus Watson & Co. distribute, contain no added preservatives, but are just the pure wholesome foods as stated on the labels, hermetically preserved by the vacuum process.

On the outbreak of hostilities, Mr. Watson wrote to the War Office and Admiralty, offering them at cost price

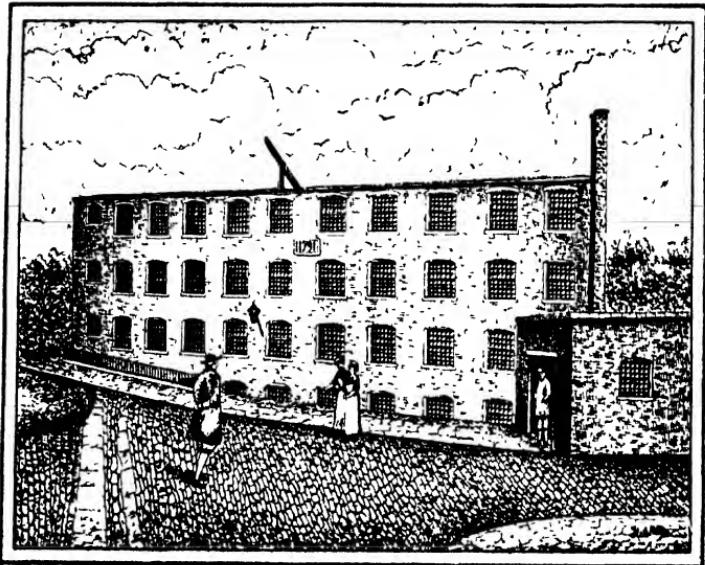
"SKIPPER" HANDBUILT FIRS



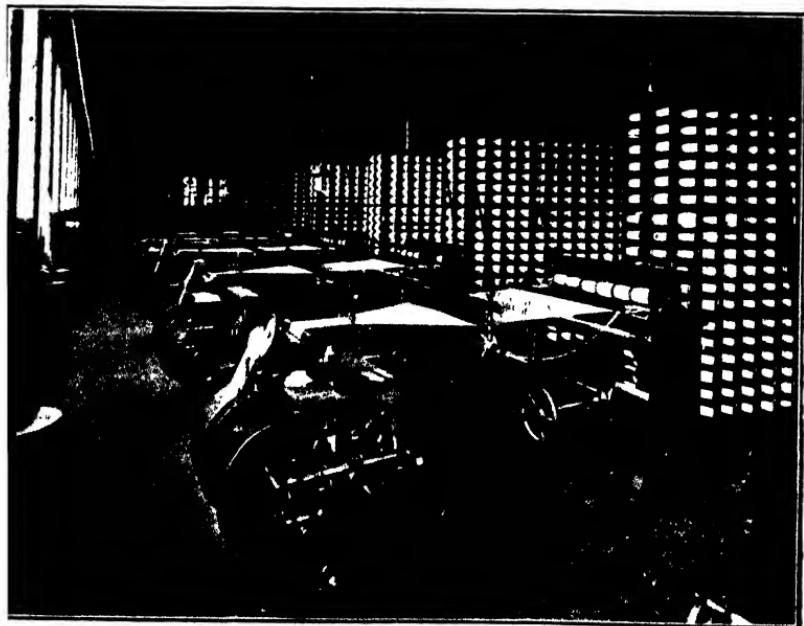
the whole stock of food-stuffs held by the company. In response the Government wrote asking Mr. Watson to take charge of a branch of the buying for the War Contracts' Department, which eventually he agreed to do but declined any fees for this service. In reply he was advised that it was imperative that he accepted a retaining fee, and so Mr. Watson declined the office, but agreed to act as a consultant, eventually becoming consultant to the Ministry of Food, for whom he undertook large purchases in the Norwegian canning markets and also in U.S.A. Mr. Watson continued in this advisory capacity until the end of the war.

A modern romance—begun a little more than twenty years ago and still as romantic as ever.

HORROCKSES



Yellow Mill, 1791.



ECKERSLEY MILLS

To face page 117

HORROCKSES

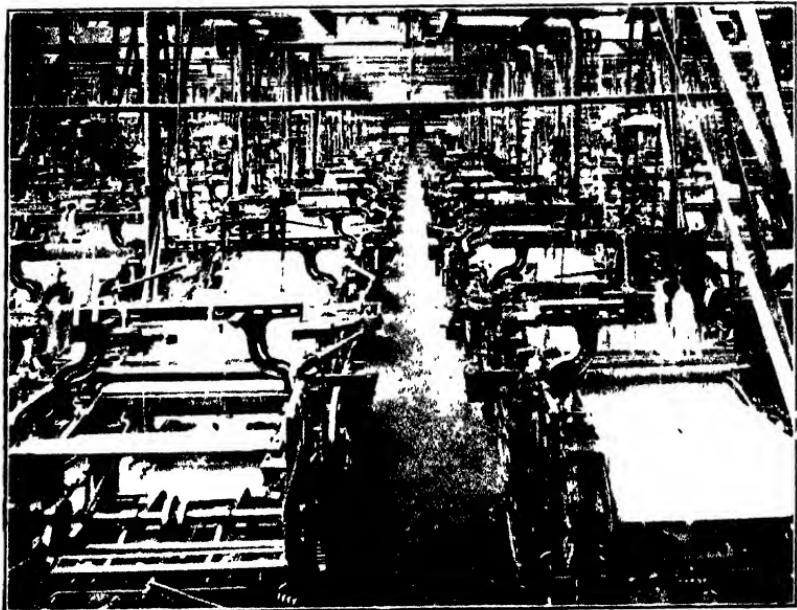
THIS is the story of a young fellow of twenty-three years of age working in his father's quarry in a Lancashire village, setting up a few spinning frames and selling the yarn after quarry hours at week-ends, who in thirteen years (for he died when thirty-six years of age) had accumulated a fortune of £150,000 and founded a business which to-day employs 6,000 people and is the largest manufacturer of longcloths and calicoes in the world.

It was the extension of British rule over India which for the first time really brought cotton goods into general use in England, through the importations of the East India Company. Our indebtedness to India for cotton textiles is embalmed in their very names. Calico was originally (as its name still portends) the cloth of Calicut, and muslin that of Mosul.

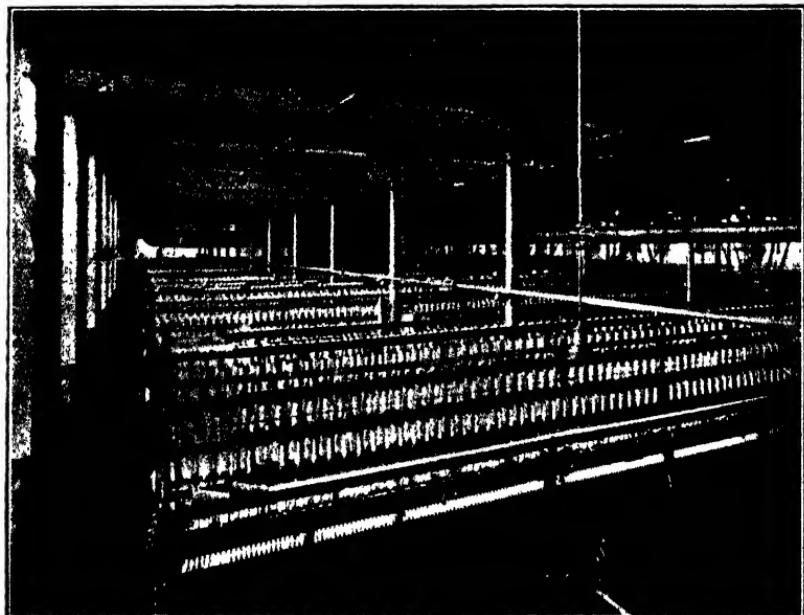
The first cottons manufactured in England were mere imitation of Indian goods. Lack of the Hindu's experience and skill, acquired during long centuries, made them much inferior, and at the same time the new industry was severely opposed by manufacturers of linen and wool. On behalf of these ancient trades, indeed, the wearing of cotton was made a crime. It was penal to be buried in anything but a woollen shroud, and ladies who were convicted of wearing chintz gowns were fined £5 for the offence. The high price of linen, however, and the growing trade with India, whose payments largely took the shape of merchandise, made the advantages of calico so increasingly evident that in 1736 Parliament relaxed its decree by permitting anyone to wear any sort of stuff of linen yarn and cotton wool manufactured in Great Britain provided that the warp thereof was entirely of linen yarn. Calico, which was half Indian cotton and half linen flax, thus became a legalized garment. A tremendous impulse was given to cotton manufacture which, by both its similarity to linen and the necessity

of weaving it upon a linen warp, had its headquarters in Manchester, already long noted for its textile goods.

With that legalization of cotton began the movement which has revolutionized not only the industrial, but also the social and human conditions of English life. The demand for cotton immediately exceeded the supply. Its manufacture was still in its domestic stage, and its methods were those of the same distaff and rude loom with which the Indian peasant spun and wove his cotton. Each Lancashire weaver's cottage was an independent little factory. He purchased the linen yarn ready made for the warp; his wife and daughters carded and spun the cotton which he bought in the raw state, and he and his sons wove warp and weft into the cloth which he then carried to the merchant for sale. Invention speedily asserted itself for the improvement of the primitive apparatus. About 1750 the flying shuttle was invented by John Kay. Hitherto the heavy shuttles which carry the yarn across the warp were thrown to and fro by two persons, one at either side. By providing for its automatic return Kay halved the labour, and the production of cotton was as notably increased. The spinning jenny, invented by James Hargreaves, Blackburn, enabled eight threads to be drawn and spun simultaneously by one operator. Popular antagonism was aroused, and, on the plea that it would destroy their means of livelihood, the spinners raided workshops and destroyed the machine. Irresistibly, however, Hargreaves' jenny established itself, and, developed to spin eighty threads simultaneously, it soon rendered obsolete spinning by the common wheel. Hard upon this invention came Richard Arkwright, who started life as a barber. More than any other person he, by his inventive genius, established the cotton trade on its present basis as the greatest English industry, and there is a certain significance in the fact that he was a native of Preston, where are the mills and works of Messrs. Horrockses, Crewdson & Co. Ltd., the largest longcloth manufacturing firm in the world. Possessing great business ability and talent for directing, if not devising, mechanical appliances, Arkwright, with the support of some manufacturers, invented the wonderful spinning or water frame which carries out the whole process of spinning and leaves to the workman only the care of supervision. By this machine cotton yarn was



WEAVING



ASHWORTH MILLS

first produced of sufficient strength to be used for the warp threads, so that English calico for the first time was made of pure cotton. Following this spinning frame, Arkwright greatly improved with many additions and refinements the machine for carding and drawing cotton.

John Horrocks, the founder of this great business, was born in 1768. He was the younger of two surviving sons of a family of eighteen children, the father of whom was a small quarry owner at Edgeworth, near Bolton, and up to early manhood assisted in the family business of making and selling millstones.

But this by no means satisfied the ambition of young Horrocks. He was far-seeing enough to perceive the great possibilites in the development of the manufacture of cotton fabrics offered by the recent inventions of Arkwright, Kay, Crompton and Watt.

He erected a few spinning frames in his father's premises, and at week-ends brought on horseback his yarn to Preston, where he disposed of it to Mr. Watson, the owner of the only factory at that time existing in Preston. A dispute with Mr. Watson as to the price of his yarn determined him to start for himself, and in January, 1791, at the bottom of Turk's Head Court, in Preston, he commenced business as a manufacturer, giving out his yarn to hand-loom weavers in the district.

From the very beginning of his career John Horrocks set himself to produce the best possible yarn and cloth, and so closely has this guiding principle been adhered to by his successors that, not alone in the home market, but in every quarter of the globe the name of "HORROCKSES," stamped on the selvige of every piece, is unquestionably accepted as a guarantee of the excellence of their cotton fabrics.

To such an extent is this the case that in the back blocks of Australia and in other remote corners of the world there have been well-authenticated instances of Horrockses longcloth being offered and accepted in place of and as an equivalent to the ordinary currency.

His strict attention to the quality of his production and his untiring devotion to business soon brought John Horrocks success—brought it, in fact, so quickly that within twelve months he had (with the assistance of a moneyed partner, Mr. Richard Newsham) built, equipped, and occupied the building at the south-east corner of

Church Street, still known as the "Yellow Factory," the nucleus of the great pile of buildings of the present day.

The spinning was done by hand, and the motive power for the carding was supplied by a horse pulling round and round a wooden shaft attached to a cogwheel, which drove the machinery.

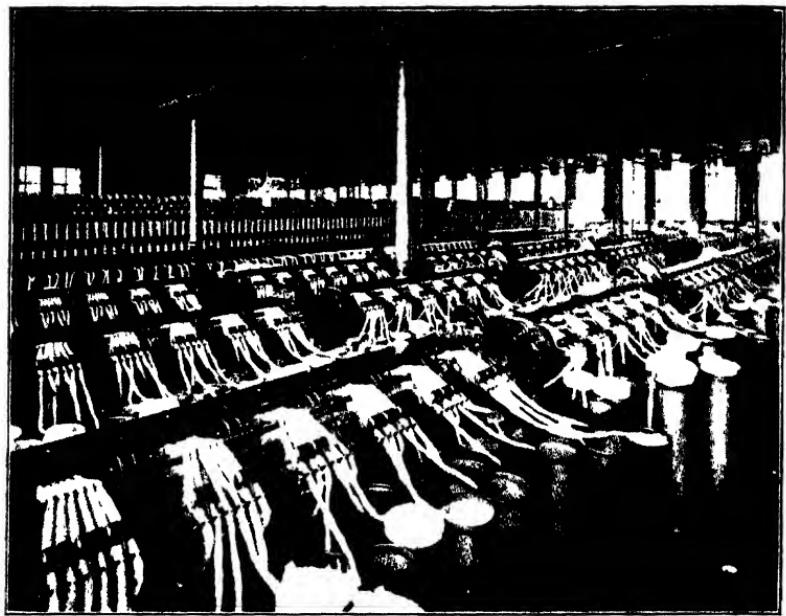
It was, nevertheless, at the time, a great undertaking for a young man of twenty-three with no capital behind him. So risky did it appear that the first man he invited to join him as a partner and supply the much needed capital backed out in alarm, leaving Mr. Richard Newsham, previously mentioned, to take his place, very much to the latter gentleman's advantage, as events turned out.

The success was indeed phenomenal, no fewer than seven factories being erected within ten years, two of which form a portion of the present Yard Works, whilst the other five were built in different parts of the town to meet the convenience and prejudices of the workpeople, who did not, for some time, take kindly to the system of organized factory labour.

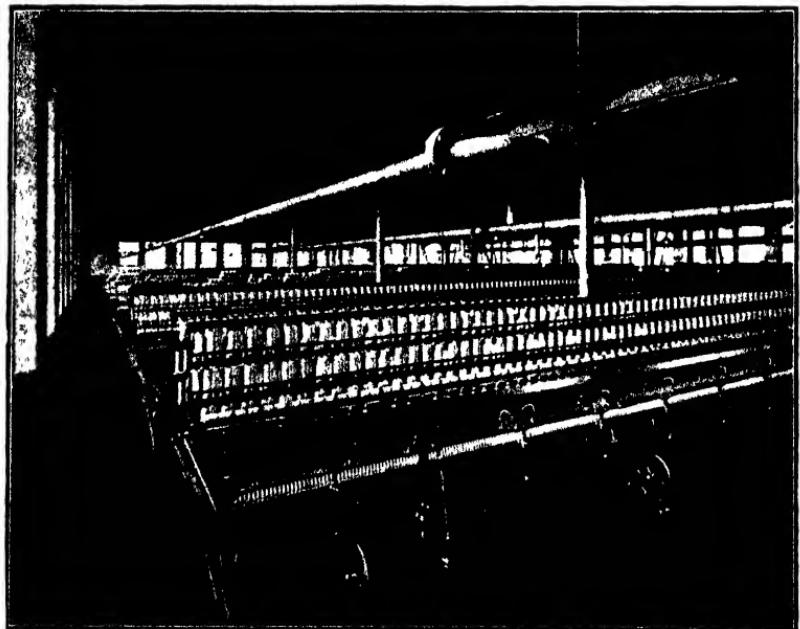
In this day of rapidly rising fortune John Horrocks was not unmindful of his own family and connections, for he brought over his elder brother, Samuel, from Edgeworth, and shortly afterwards took him into partnership. Two other relatives, Isaac and George Horrocks, were also introduced into the business, the latter succeeding Mr. Newsham. In July, 1801, Mr. John Whitehead (brother-in-law) and Mr. Thomas Miller, senior, a cotton manufacturer in a small way at Bolton, were admitted into partnership, and the firm became known as Horrockses, Miller & Co. These were great developments for so short a time, but John Horrocks was a born business man, of rigid integrity, quick in decision, firm and determined in his judgment.

It did not take him long to settle his first industrial dispute, when, in his early days, his sisters at Edgeworth met him on his weekly visit with a refusal to continue their accustomed work of winding his yarn unless their pay was doubled and a silk dress given to each. After one night's consideration the claim was conceded in its entirety.

Preston did not, at first, appreciate John Horrocks. It was an ancient and aristocratic town of 6,000 or 7,000



DRAWING



MULE SPINNING

To face page 121

inhabitants, somewhat inclined (as the manner then was) to look down upon persons engaged in trade. It was, indeed, Proud Preston. But the old town soon began to be proud of the young stranger, whose character compelled admiration, and whose enterprise was making such changes in its midst. So strong a personality did he quickly become in the town, that in 1796, before he was twenty-eight years of age, he accepted an invitation to contest its parliamentary representation against the powerful Whig interest of the Stanley family. He lost by fourteen votes, after a poll extending over twelve days.

The strength of this new interest in the political life of the town was evident. A coalition was formed, the effect of which was that in 1802 a member of the house of Stanley and John Horrocks were returned unopposed. Two years later he died in London at the early age of thirty-six, and was buried in Penwortham Churchyard.

Few men of his own, or any other age, have done so much in so short a time. In thirteen years the poor quarryman of Edgeworth had become the great manufacturer of Preston and Member of Parliament for the town of his adoption. He had accumulated a fortune of £150,000 and founded the business which, by constant development, has since become the greatest manufacturing firm of longcloths, calicoes and flannelettes in Lancashire.

Samuel Horrocks succeeded his brother as principal partner, and also as Member of Parliament, holding the latter position for twenty-two years.

Their mother lived to see her sons in the full tide of their prosperity, and it must have been a proud moment for her when, sitting in the gallery of the parish church, she saw her two sons walking together up the aisle, one as a Member of Parliament, and the other as Mayor of the Borough.

Various changes in the partnership, by death or otherwise, took place from time to time, and in 1846, on the death of Samuel Horrocks, the younger (Guild Mayor in 1842), Mr. Thomas Miller, the younger, Alderman of the Borough and son of the earlier partner of the same name, became principal partner and in 1860 (on the retirement of Mr. Bowman) sole proprietor of this great business. On the 1st of January of the following year, however, Mr. Edward Hermon, who was in charge of the London

office, was taken into the firm, and in 1865, on the death of Alderman Miller, he also became sole proprietor.

We are now getting to comparatively modern days, and there must be thousands of people living in Preston who have a distinct recollection of Mr. Hermon and of his great personal popularity in the town, which he represented in Parliament from 1868 till his sudden death in May, 1881. On his death Mr. Frederick Styles, who was admitted a partner in 1866, and Mr. Hermon's two nephews, Mr. Sam Outram Hermon and Mr. Sidney A. Hermon, succeeded to the business.

In the next six years events transpired of the greatest possible importance in the development of the firm, for in the year 1885 an amalgamation took place with the firm of Hollins, Brothers & Co., whose mills were adjoining. This brought into the concern the late Chairman of the company, Sir Frank Hollins, Bart. At this juncture the firm, which had hitherto sold its production through the wholesale warehousemen in Manchester, London and Glasgow, decided to change its system of distribution and to deal directly with the retail houses all over the kingdom.

In 1887 a further amalgamation took place with the firm of Crewdson, Crosses & Co., of Bolton and Manchester, whose Chairman, Mr. J. K. Cross, was at one time Member of Parliament for Bolton and Under-Secretary for India. The name of the firm was thereupon changed to its present style of Horrockses, Crewdson & Co. Ltd.

These additions to the strength and influence of the firm brought about a great extension of its home and foreign trade.

It may well be appreciated that when the County Palatine welcomes distinguished visitors Horrockses' mills are generally included in the itinerary of her guests. Because of their size and equipment and because of the great part they have played in the development of the cotton industry they are considered equal in importance, if not in spectacular interest, to that triumph of engineering, the Manchester Ship Canal.

In the visitor's book against the date 8th July, 1913, may be seen the signatures of Their Majesties King George V and Queen Mary. That this great event also provided pleasure to Their Majesties was evident from

the keen interest displayed by the King and Queen in the various processes of cotton manufacture.

In May, 1920, the King's second son, Prince Albert, visited the mills and witnessed the production of cloth from bale to finished weave.

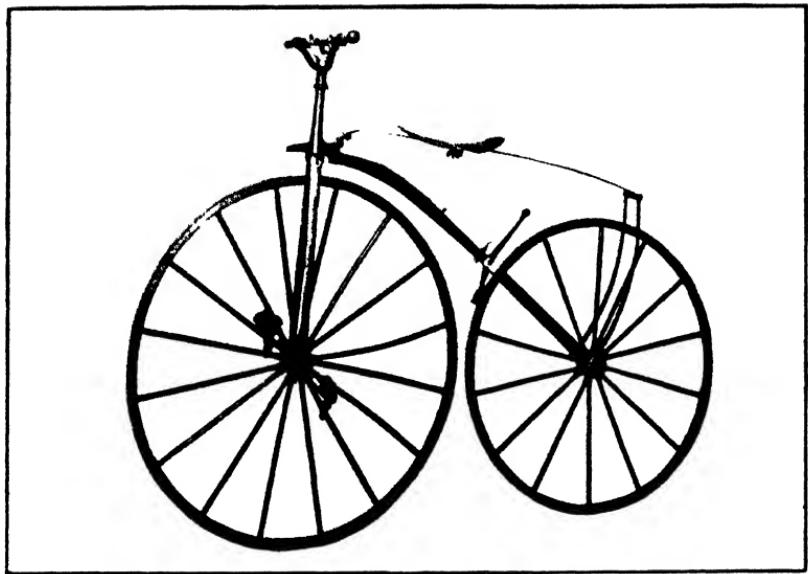
It remains to be added that within recent years the firm of Messrs. Horrockses, Crewdson & Co. Ltd. has become a very important branch of the Amalgamated Cotton Mills Trust Ltd., but continues with an unchanged personnel the policy which it so successfully exercised in the past.

It has been the justifiable pride of Horrockses for generations that the fine integrity of John Horrocks dominates the activities of the vast organization which he founded. This tradition is fostered as a basic principle of progress.

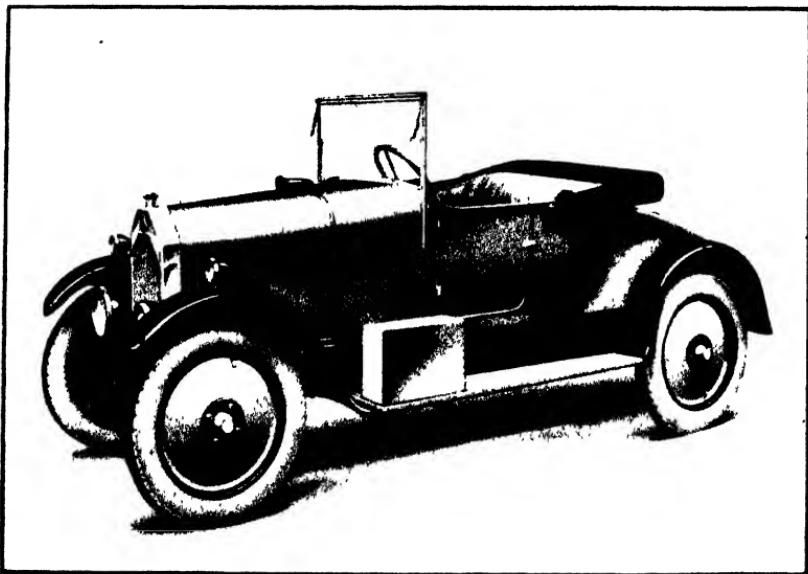
The factories in Preston consist of three great blocks, the Yard Works, the New Preston Works and the Fishwick Works, and, in addition, there are mills at Moses Gate, near Bolton.

It may appeal to lovers of statistics to learn that the company employs over 6,000 workpeople, that they possess engines of 12,800 horse-power which drive about 330,000 spindles and 8,300 looms in addition to all the machinery engaged on preparatory processes and the dye works, and that the average weekly output of cloth is over 600 miles long, which in the course of a year of fifty working weeks would yield sufficient to go completely round the earth at its equator.

SWIFT OF COVENTRY



THE FIRST BRITISH BICYCLE



A SWIFT 10 H.P. CAR

SWIFT OF COVENTRY

If you had been in London in 1869 you might have seen an Englishman who had long been resident in Paris riding what to-day would be thought—as indeed it was then thought—an extraordinary machine. It had two hickory wheels of almost equal size, shod with iron, slightly curved backbone of the same material, and an elevated spring on which was fixed the saddle, into which the rider had to get the best way he could, as the step had not then been invented. The drive was directed from the front wheel! Small wonder that he caused a great sensation, and that the spectators were filled, to use his own words, with “surprise, fear, laughter, astonishment, admiration, and pity.” The new “Velocipede” had been made by a French firm, and the rider, Mr. Rowley B. Turner, had brought it to England for the purpose of having it reproduced in this country. Vague rumours of the new riding machine had already reached England, but it was considered a Parisian toy for which there was an ephemeral craze.

Coventry, at that time, was about one-quarter its present size, and according to a contemporary account “the staple trades are ribbon and trimming weaving, elastic web manufacturing, dyeing and watch-making; to which may be added the weaving of woollens, the spinning of cotton, and the manufacture of sewing-machines.” This seems a strange description of Coventry as we know it to-day, and yet this was less than sixty years ago. The sewing-machine factory referred to was that of the European Sewing-Machine Co., then established about ten years, and it was to see this firm that Turner came from Paris and rode his “bone-shaker” the ninety-odd miles from London to Coventry.

The prospect of manufacturing these machines caused the directors of the European Sewing-Machine Co. serious concern, as it entailed an enlargement of the works, the laying down of heavier forges and additional tools,

while there appeared to be no prospect of a demand for them in England or any long-continued demand for them in France. Happily for Coventry and the Midlands the European Sewing-Machine Co. were enterprising gentlemen, and an order for four hundred machines offered them by Mr. Turner was duly accepted by them. It was a momentous decision; it brought the cycle trade to Coventry, and that this in its turn induced the local establishment of the Motor and Allied Industries and general engineering is a matter of general knowledge.

In spite of its weird and crude appearance the new velocipede attracted much favourable attention, and many inquiries were received by the Coventry Machinists' Co. Ltd., as the firm was now christened, mainly from young sportsmen, and a riding school and practice ground were opened at the rear of Cheylesmore Works, and facilities were offered to gentlemen for the "acquiring of a thorough knowledge and mastery of our celebrated bicycles," as the announcement read. This announcement went on to say that it was "a most agreeable promenade for ladies!" How the ladies would enjoy the sorry figures cut by the dashing young men making their first attempts to master those celebrated bicycles! It was a long time, however, before a machine really suitable for ladies was designed, though many attempts were made. One can imagine that had the ladies' machine been ready at the same time as the gentlemen's mount, the riding school and practice ground would have been extensively patronized by the gentlemen "as a most agreeable promenade."

Within a very few years the craze had caught on, and bicycle races took place on tracks in all parts of the country. The new machine had been designated the "Swift," a name perhaps more prophetic of future developments than applicable to the present. The ninth edition of "Encyclopaedia Britannica" says: "With the exception of skating, bicycling is the quickest means of locomotion that man possesses. A fair bicyclist can outstrip a man in a day, whilst an expert can do so in an hour. Bicycling has rapidly grown in favour during the past two years; and long tours are now made with greater ease." It is needless to say that in these developments the "Swift" well held its own in spite of the inevitable and increasing competition.

The succeeding twenty-five or thirty years saw rapid improvements in the construction of bicycles, culminating in the invention of the pneumatic tyre and safety machine. The company had long ceased to manufacture sewing-machines, and had become known as the Swift Cycle Co. Ltd. Names famous in the Cycle and Motor Industries to-day were given to various makes of cycles and cars by men who were originally employed in the Swift Works. Starley, Singer, and Hillman, to mention only three, were employed for years in Cheylesmore Works. Thus the Swift Company is always looked upon as the Parent Company.

It was natural that the introduction of motor-cycles and motor-cars should find its fullest expression in the home of the bicycle, and that the pioneer firm of bicycle manufacturers should be among the first to take advantage of the possibilities of the discovery of the new power.

Never before the invention of the petrol motor was so much power produced from so light an engine, in so small a compass, or with such simplicity of control. The petrol engine has surprised the world by the power of its might and the docility of its subservience to the will of man. It brought engine-driving out of the region of toilsome and uncleanly occupations, and made it amenable to the kid-gloved touch of the non-expert. It opened the way to travelling without effort of man or beast on roads without rails. It imbued the public highways with new life, and revolutionizing all ancient ideas of speed, taught the world that the secret of safety lies in the perfection of control, and that a pace which is dangerous when attempted by a runaway horse is a mere commonplace of complete security for a motor vehicle, perfect in its dirigibility and responding at any moment to the desire of its driver to stop.

All this marvellous development of travel on land and sea and in the air has come to pass in so short a time that the magic of it is still vivid in the memory of those who can look back through twenty years to the early struggles against natural difficulties besetting so novel an invention, and the conflict with conventional opposition ever ready to hinder the efforts of pioneers. It was not until November, 1896, that the law of England permitted a mechanically-propelled vehicle to be driven on a public road at more than a walking pace. Previously, in order to ensure that

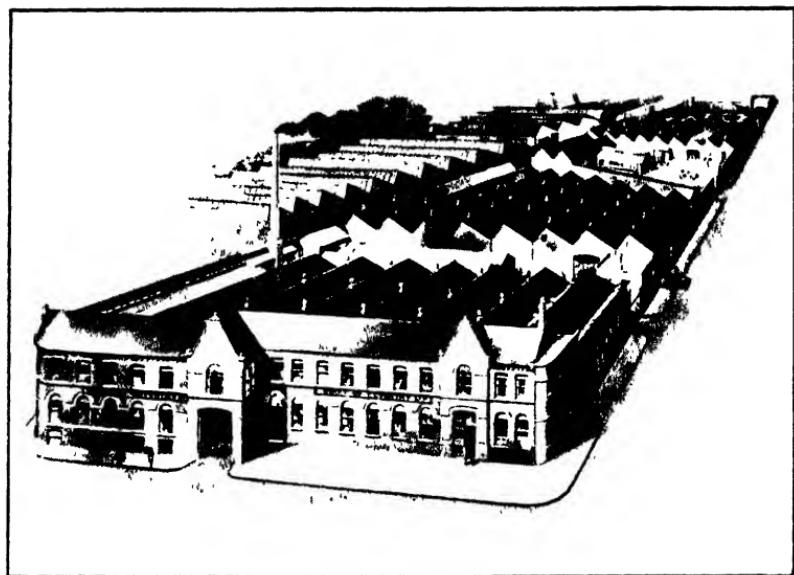
the four miles per hour limit should not be exceeded, it was ordained that a pedestrian must proceed any such vehicle displaying a red flag as a symbol of the terrible danger that was approaching. And this was less than thirty years ago!

As has been shown, under its earliest name, as the Coventry Machinists' Co., the Swift Co. was the first builder of bicycles in this country, and was thus the founder of that great industry, a quarter of a century before the first venturesome motorist defied the red-flag regulation. Hence, it is not surprising that the new method of road travel was welcomed and appreciated in its very earliest phases at the Cheylesmore Works in Coventry. There, at the home of the cycle, the first "Swift" car was publicly produced in the early part of 1900, and at once enjoyed a considerable vogue.

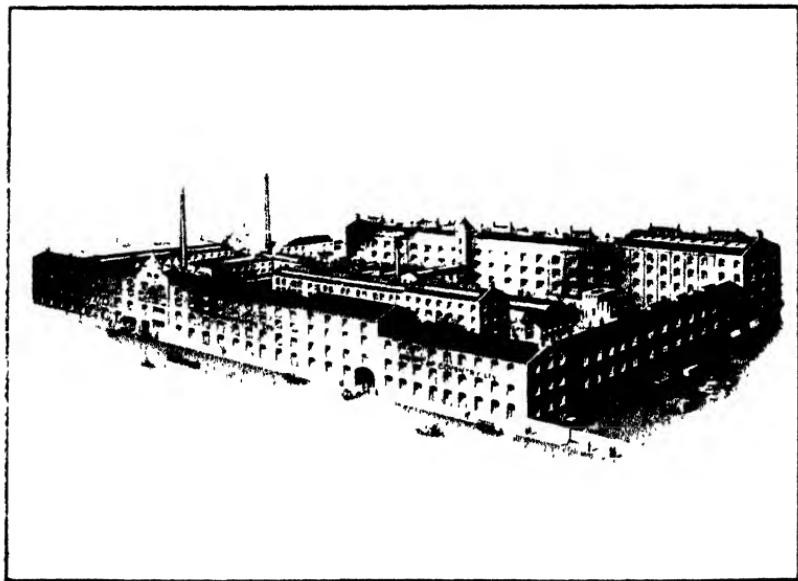
From the time of the first appearance of the little $\frac{4}{3}$ horse-power single-cylinder model, "Swift" cars have held pride of place among British productions of their type, and up to the outbreak of war in 1914, when the latest models of the company were the 10 horse-power and the 15·9 horse-power cars, the "Swift" record has been one of continuous endeavour to satisfy an ever-growing demand which time after time has exceeded the productive capacity of new and increased works.

Unlike almost every other firm dating from the early days of motoring, the Swift Co. has never abandoned the development of the small car, leaving to others the pursuit of the limited demand for larger cars of ever-increasing horse-power and costliness. Rather has the company endeavoured—and public support has set the seal of success on this endeavour—to improve the efficiency, appearance and comfort of the model of moderate power, so that a handy, economical, trustworthy, and handsome car, capable of fulfilling all the reasonable requirements of right usage on any road, should be available for the wide circle of motorists desiring to possess such a vehicle.

In sketching the history of the "Swift" car, which was first listed by the company in 1900, it is interesting to recall that its designers were not in a hurry to rush an untried novelty upon the public and obtain experience at the cost of their customers, but were wisely content to experiment for more than two years, keeping their pioneer work private until a reasonably reliable vehicle was



CHEYLESMORE WORKS



QUINTON WORKS

To face page 131

produced suitable for being placed upon the market. During the whole history of the "Swift" car the same policy has been observed—to put everything to the severest possible test, at first privately, and then, on the opportunity occurring, entering approved types in the open public competitions which have done such useful work in demonstrating and determining which designs were fittest to survive.

Although in those very early days of experiment there was much arduous work, and some measure of disappointment, those responsible for the production of the first "Swift" cars can look back with feelings of satisfaction at their experiences in building, taking to pieces, and rebuilding over and over again the earliest types on which they based their knowledge of the essentials needful for making a successful car. In so new an industry countless difficulties were continually arising; experience had to be bought first-hand, and the thousand and one new problems which arose had to be solved without reference to textbooks, or custom, or tradition. Neither rule-of-thumb, nor pure theory sufficed, but by the method of trial and error the first "Swift" car was evolved, and a justifiable pride may be forgiven in its producers.

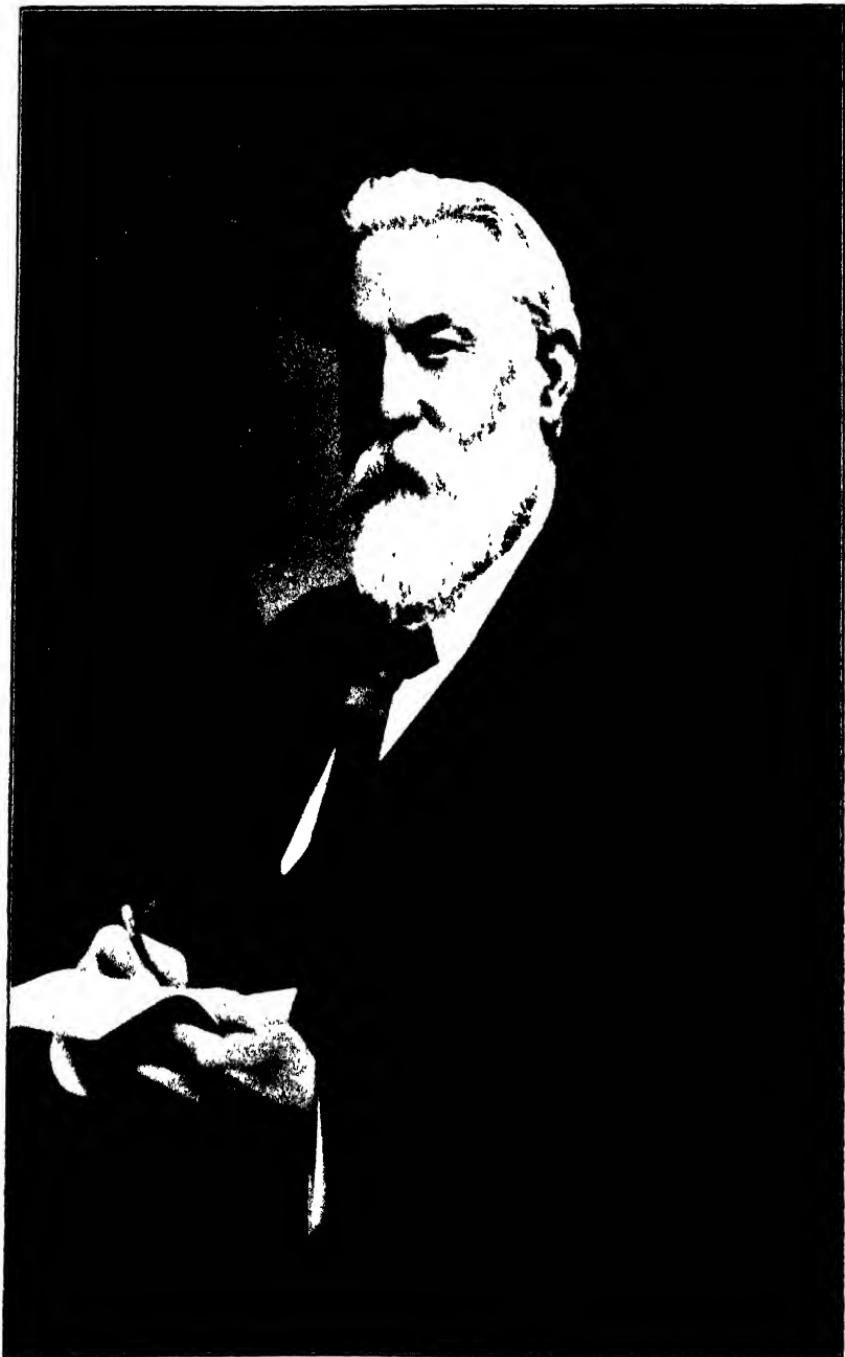
This interesting historical model was fitted with a water-cooled $4\frac{1}{2}$ horse-power engine, the chassis frame was tubular, and the springing was of the old carriage type. Transmission was of an original design not now familiar. The crank-shaft carried a friction clutch, between which and the engine was placed a neat and simple reducing gear. From the clutch the drive was taken through a jointed shaft to the rear axle. The jointed shaft had two bevel pinions of different sizes running free on the end of it, and each always in mesh with its own corresponding bevel pinion on the back axle. The two bevel pinions on the jointed shaft were controlled by a clutch, which would either leave them both disconnected, and thus provide a free engine position in which no driving power was submitted, or it would lock one or other of the bevel wheels to the shaft, and so provide one or other of the two speeds, high or low. Free-wheel clutches were fitted on the rear road wheels, and the car floated downhill precisely like a free-wheel bicycle, and these clutches, in the absence of a differential gear, enabled the outer wheel to overrun the other when travelling round corners. Double band brakes

132 ROMANCE OF GREAT BUSINESSES

were fitted to these back wheels, and emergency tyre brakes were also provided.

The romance of "Swift of Coventry," as the firm is now known, is the romance of the bicycle, and to a large extent the romance of the motor-car. It would be interesting to tell the story of successes, improvements, and developments, but we must be content with this earlier part of the romance perhaps not so well known as its more recent history.

HARTLEYS



THE LATE SIR WILLIAM P. HARTLEY

HARTLEYS

SIXTY-FIVE years ago in the town of Colne, on the borders of Lancashire and Yorkshire, you might have found a boy of fifteen years of age helping his father and mother in their grocery shop. In the very first year of work with his parents he began to feel that his capacity for trade went far beyond the four walls which then surrounded him, and instead of confining himself to the counter, he determined to add to the retail business a wholesale department.

With the enterprise which characterized him throughout his whole life, he launched out, at the early age of sixteen, first as a commercial traveller, then as a wholesale grocer, and in a very short space of time as a drysalter as well.

Even with these duties added, the amount of business transacted in his native town did not supply sufficient opportunity for his active temperament, and he began to canvass the shops in the adjacent villages, then in towns farther afield, and soon secured a considerable trade in grocers' sundries.

In 1863, when he was seventeen years of age, he managed to persuade his father and mother to take a much bigger place of business in the main street of his native town.

That boy became one of the great merchant princes of the country, a manufacturer whose products are sent to every part of the world, a philanthropist who gave over one million pounds sterling in charities. The huge factories and warehouses at Aintree, near Liverpool, and in Tower Bridge Road, London, the Hospital and the Homes he gave to his native town, the Sanatoria, Infirmarys and Hospitals he assisted to erect and endow, the Institutes and Colleges he helped to build or equip, the religious institutions he founded are permanent memorials alike of the business enterprise and the big-

hearted sense of responsibility and trusteeship of Sir William Pickles Hartley.

But to go back to our story. When the young grocer was twenty-five years old he commenced his career as a jam manufacturer. A local maker of fruit preserves failed to fulfill an engagement into which he had entered with Mr. Hartley, and to supply his customers, he found it necessary to prepare the fruit for himself, and this accident practically decided him in becoming the manufacturer of his own jams.

Nothing could better illustrate the tenacity and enterprise of the man than this venture. He knew little of the mysteries of preserving. He worked night and day, however, to acquire the necessary knowledge and conducted scores of experiments. His efforts were crowned with complete success. In the first year he employed a dozen workpeople and turned out 100 tons of jam. He little thought that he would eventually treble and quadruple that output in a single day and number his employees by the thousand!

The commencement of this business may have been small, but from the very first, the same principles that guided him through his great career were acted upon. He used only the best materials; he maintained the most scrupulous cleanliness in all his departments, and he was careful to have oversight of every pound of jam he manufactured.

In a very short time he had an excellent business, and before three years had passed he had made such headway that, glutton as he was for work, he realized that he must give up either jam or groceries, especially as he recognized that he had not the capital to develop both. Despite the dissuasion of relatives and friends, who were certain that he was going to ruin, he adopted the former and determined to remove from Colne to Bootle, near Liverpool, in order to lessen the expense of carriage of fruit and sugar. This change was made in 1874, when he was twenty-eight years of age, and it gives a key to his strength of character and to the determination he showed in the development of his business.

What were the principles upon which Mr. Hartley worked when he was making his bid for fame and fortune? He has answered the question himself. "For the first twelve rules of success," he said, "I should repeat 'hard

work' twelve times." His life story is an example of how he has acted upon his rules thus set forth. He had to, for he was not born with the proverbial silver spoon in his mouth.

The first few years at Bootle were a time of great anxiety and excessive labour. Building up a large business with a limited capital, with few friends, and only an imperfect knowledge of the world, he had to pay in one form or another the penalty that all men pay who succeed in life; but he had early indications that the step was a right one and that if he could only hold on for a few years he would realize success, and probably this has been greater than he ever hoped for.

He had always been convinced that a man's first duty was to be fair to his workpeople, and that he must at the same time give to the public the best that was in him, and the best that he could provide. In his manufacturing life "quality" was always placed in the forefront in every step he took, and as regards every article he made.

In the production of jam, from the planting of the seed, through its growth into fruit, its gathering, and conversion into jam, most careful study was given by him to every detail. There was a determination to give nature its full play—a scientific reason for every step—the most scrupulous cleanliness in every stage—and absolute perfection in sanitary surroundings. Strawberries in the field in Bedfordshire at 4 a.m.—in the pans at Aintree at 2 p.m.—back at the farm for supper in the jar of jam at evening has been an ideal, and one often achieved.

Mr. and Mrs. Hartley read and were greatly impressed by a pamphlet on systematic and proportional giving. The pamphlet was written by the Rev. John Ross, a minister, who devoted so much attention to the subject that he was nicknamed "Ten per cent. Ross." After very careful thought, and with the full knowledge that it would mean a great amount of sacrifice for many years to come, they made a solemn vow to put aside every year one-tenth of their income for religious and philanthropic work. This was on New Year's Day, 1877. Year by year the account was rigidly kept, and one may add that as the years have gone by, and as business has prospered, the proportion has been increased, first to a quarter, and

then to a third, and it is this fixing of a definite proportion, this carrying into everyday life the principle of systematic giving, which has enabled Sir William Hartley to devote such large sums to the helping of so many organizations.

About the year 1885, Mr. and Mrs. Hartley read an account of a profit-sharing scheme put into operation by a firm in France, and it was this reading which convinced them that the idea of systematic giving was not complete unless it was supplemented by profit sharing. Profit sharing, Sir William has always said, is over and above a fair and just wage, and is given, "not because I think it pays commercially—for I never ask myself that question—but because it seems to me right, and doing as I would be done by. I do not profess that profit sharing is a cure for all labour troubles, but I am firmly convinced that the spirit of it would put an end to the conflicts between capital and labour."

During the years that have elapsed since that decision was made, over £100,000 has been divided in the profit-sharing scheme.

The first years of his life at Bootle made such a demand upon his physical resources that he impaired his health, and ever since had to exercise the greatest care in that respect.

His factory gradually extended and the number of workpeople employed by him so rapidly increased, that he found it necessary to purchase the large estate at Aintree where he built a new factory and a model village as residences for his workpeople. This was in the year 1886, and for the next fourteen years he was steadily engaged in building up at Aintree the business with which his name has become—as one might describe it—nationally identified.

At Aintree, about five minutes' walk from the works, a large number of superior houses were erected as part of the village scheme, and these were sold on easy terms of purchase. The houses were sold at cost price to temperate, thrifty, working men (not necessarily Mr. Hartley's own workpeople), $3\frac{1}{4}$ per cent. interest being charged on the purchase money, and some portion of the principal, together with the interest, being paid monthly, the entire repayment being spread over about twenty years, but each purchaser was permitted to pay

LONDON WORKS



more quickly if he so desired. His idea in this scheme was to do what he could towards the solution of the great housing problem, which he considered even then to be a part of every employer's duty.

In 1897 he was so interested in the daily life of the Aintree people that he built an Institute at a cost of something like £20,000, and this has become the social and educational centre of the district. He also purchased, for £30,000, the Holborn Town Hall, now the headquarters of the Primitive Methodist Denomination. An educated ministry was one of the aims of Sir William's life, as connected with Primitive Methodism, and Hartley College at Manchester, where all the ministers of the denomination are trained, has probably cost him some £50,000.

In 1900 a further extension of the business was decided upon, and the foundations were laid in London of a great business for the south of England. All his competitors prophesied failure—there was no room for another jam manufacturer in that area; no new man could break in there—but they did not know their W. P. Hartley, and the same success has been achieved there as in the north.

In 1908 the subject of our sketch received the honour of knighthood.

In 1909 he was chosen President of the Primitive Methodist Conference, and he is the only layman who has ever held that position. In the same year his native town of Colne presented him with the Freedom of the Borough.

In 1910 he built twenty cottage homes in Colne, and placed them in trust for the deserving aged of the district.

At different times in Sir William's life he had been pressed to permit his name to be brought before various organizations for parliamentary honours, but a public life never had much attraction for him, and he steadily refused the invitations. He did, however, take one term of office as a member of the Liverpool City Council, but his experience did not lessen his distaste for public life.

In business he always sought to have the various ramifications in his own hands, and a quarter of a century ago he bought farms in Bedfordshire where substantial quantities of his fruit could be grown. Here again, his determination to have "quality" came to the fore. In

1921, for the first time, a great fruit exhibition was held at the Crystal Palace, and it was again held in 1922. Sir William's fruit farm took the opportunity of showing the apples which were grown there for table use, and they won in open competition with the whole country both first prizes and cups. Apples only were shown from the farm because all the other fruits were out of season, but the incidents were illustrative of Sir William's determination to be at the top with everything he touched.

He has more recently bought and developed two potteries so as to make sure that his standard of quality could be maintained in all the jars he required for the jam works.

Three years ago he converted his business into the limited company which now bears his name, and which is prospering to-day the same as it always has prospered, in spite of the lamentations that one hears from so many other firms and companies in the same industry.

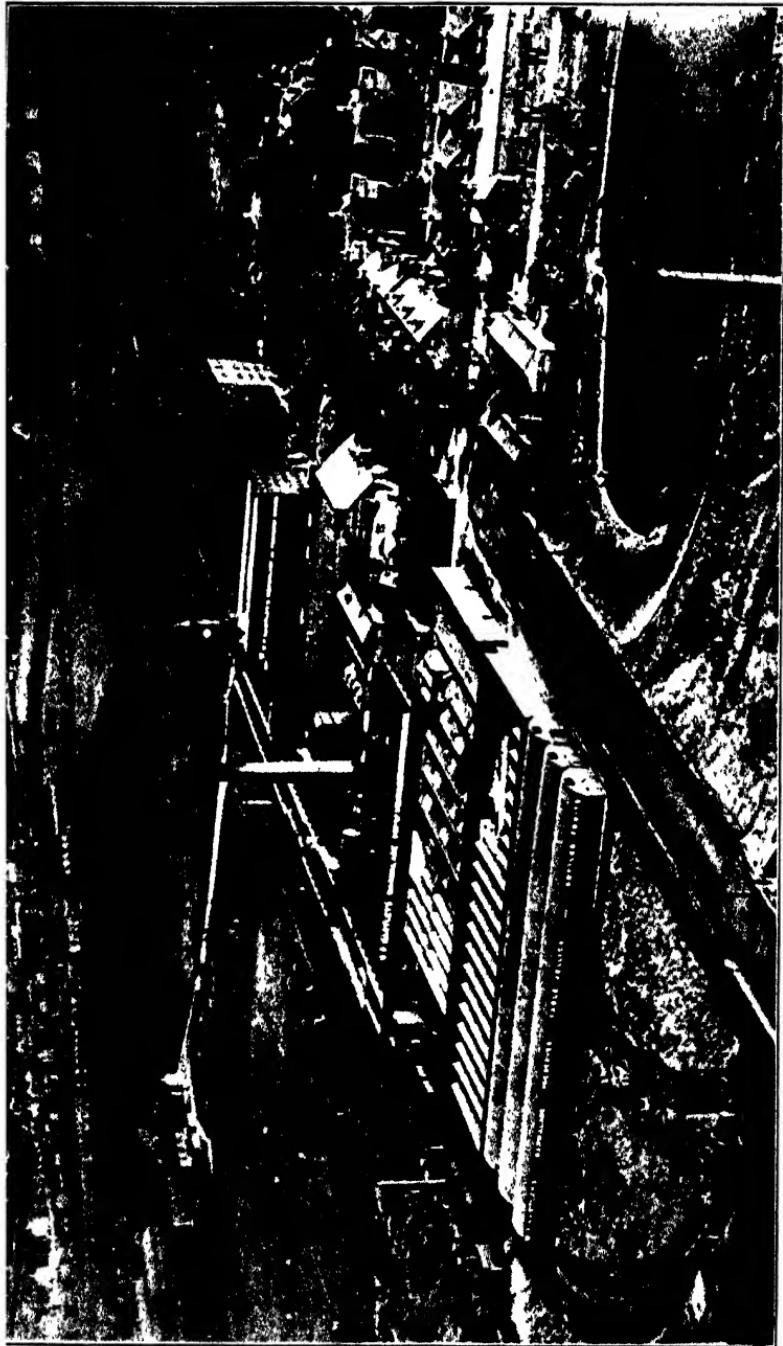
Before Sir William died he had begun the erection of a hospital for his native town of Colne—a hospital probably costing when completed some £90,000.

Many years ago, even before the war, he had made up his mind to build a Maternity Hospital for Liverpool. Knowing the increasing difficulty of obtaining land, he went to enormous trouble examining all available and likely sites in the heart of Liverpool, and finally, after consultation with the best authorities, the position was chosen and part of the land was secured. To complete the site, to enlarge it, and to give it a really commanding position, Sir William, by negotiating with the corporation and by buying other properties and land, made available perhaps the finest site that could be found in Liverpool, and the Maternity Hospital Committee probably owe to his perspicacity and business sagacity the plot of land upon which they are now building a great Maternity Hospital. Sir William presented this land to the proper authority and put on one side £25,000 in cash as his donation towards the building. He would have completed the whole scheme himself years ago but for the intervention of the war and the embargo placed upon building by the then Chancellor of the Exchequer.

Sir William Hartley passed away on the 25th October, 1922. He has left his impress not only on a great business but on a great religious denomination. He has been an

AFRIKA. VIEW OF HARRIET'S MINERI WORKS.

To face page 141



inspiration to thousands of his fellow-men, and he has set an example in many spheres of life which will carry its influence through all the coming ages.

Of the personal life and the religious activities of Sir William Hartley this is not the place to dwell at length, and in any case they were so full that a volume would be needed to relate them. A few words, however, may be added in relation to the great business enterprise he left behind. The pride of the Hartley works and perhaps the chief reason of its success has been that all the jams and marmalade are made from pure fruit and sugar, and that every jar is guaranteed free from any adulteration whatever. Nearly one-fourth of the world's supply of Seville oranges finds its way to the Hartley factories; their own fruit farms at Henlow, in Bedfordshire, supply tons upon tons of ripe fruit of every description, which is taken by special trains to their factories and made into jam the same day. A hundred railway vans of fruit are received daily from the sidings which run into the Aintree works, drawn by their own locomotives. Fifteen million jars of jam and marmalade are stored in the warehouses there at one time. Two pottery works belonging to the firm, at Melling and St. Helens, make the jars for the business in order to ensure the absolute purity of leadless glaze. In every detail pertaining to the happiness of the workpeople Hartleys have been pioneers in the movement for employees' welfare.

This sketch would be incomplete without some reference to Sir William Hartley's son-in-law, the present Managing Director of the firm, Mr. John S. Higham, who has most of his life been engaged in the cotton trade as head of Highams Ltd., Manchester, Rochdale, and Accrington.

He has had much experience too of public life, having been a member of the Accrington Town Council from 1888 to 1904, and having also represented Accrington for twelve years on the Lancashire County Council.

He was Mayor of Accrington for two years, from November, 1898, to November, 1900, and it was during his Mayoralty that he married Pollie, the second daughter of Sir William Hartley. Accrington was incorporated as a Borough in 1878, so it was during Mr. Higham's Mayoralty that the twenty-first anniversary took place

142 ROMANCE OF GREAT BUSINESSES

and the celebrations are still remembered, having the Mayor's wedding as the culmination of them.

In 1904 Mr. Higham was elected Member of Parliament for the Sowerby Division of the West Riding of Yorkshire, and he represented that Division in the House of Commons till the end of 1918 when he lost the seat in a three-cornered contest. In the 1906 Parliament the Radical group was a strong section of about seventy Members of Parliament, and with Sir Charles Dilke as Chairman, Mr. Higham was the secretary.

At the end of 1918 Sir William Hartley suggested to him that he might devote a few days weekly to help him at Aintree, and this was how Mr. Higham became really actively connected with the management of this great business. He had, however, for many years given some little time to a consultative connection with the works.

When Sir William died suddenly in October, 1922, the control naturally fell on Mr. Higham's shoulders, and under his superintendence the progress of the business has been fully maintained, while Hartleys' reputation for quality stands as high as ever it has done since the year the business was first established.



ORANGE GROVES IN SPAIN



VIEW OF PACKING ROOM

To face page 143

MACKINTOSH



THE LATE MR. JOHN MACKINTOSH

To face page 14

MACKINTOSH

BUSINESS romances are not all stories of the long ago. Some were begun in quite recent years, within the memory of many of us; others are probably being conceived to-day.

Thirty-five years ago a young mill-hand of twenty-two years of age working in one of the Halifax mills made two momentous decisions. He married a young lady attached to the same Methodist Church where he was an active worker, and he rented for his first married home a small house and shop in one of the side streets of a Yorkshire town. He had started in the "mill" at ten years of age, and after twelve years of its daily grind had conceived the idea of starting a little business of his own. The young couple pooled their resources, denied themselves the luxury of a honeymoon and spent their savings in purchasing a sack of sugar, a bit of butter and a few other things required to start a pastry-cook's shop. For six months he continued to work at the mill while his wife made pastries, pies and cakes which he helped to sell in the evenings and on Saturdays. To-day that business employs nearly 2,000 workpeople, covers several acres of ground and pays handsome dividends on a capital of £750,000, and the young son of the founder is a Knight and a recognized Captain of Industry, a worthy son and successor to a worthy father. All this in thirty-five years—since 1890.

Let John Mackintosh himself tell the story of those early days. Writing about five years ago he said :

"The rise and progress of any business of repute is of great interest to many people, and it is because we know this that we have decided to tell to our millions of customers and others the history of Mackintosh's Toffee. The founder of the business, whose name it bears, opened his first retail shop in Halifax, Yorkshire, thirty years ago. From the opening day this shop attracted customers, the aim of the owner being to offer only

articles extra specially good in an establishment spotlessly clean.

" It was a pastry-cook's business, and people came from far and near to buy the specialties offered for sale. After the first months had gone by the proprietor was casting about for some new attractions to help to increase the takings of the shop. In those days half the money taken in an establishment of that kind was taken on Saturdays, therefore the half holiday was the 'gala day.' The assistants were there in full numbers, and Friday was a hard day in the bake-house preparing for the great sales day. The window was packed with meat pies, fruit pies, Madeira cakes, Eccles cakes, sponge loaves and a thousand and one other good things. What else could he put in that crowded window? An idea came to the proprietor, ' Why not have just one line in sweets, making it a special line? ' But what? Turkish Delight? Chocolate? Yorkshire Mint Rock? All were considered, all could be turned to good account, but none of them appealed to the person most interested.

" Another idea suggested itself! In those days there was very little in the way of toffee as we know it to-day. English toffee was mostly hard and brittle, a pure enough article but lacking something; at least so thought the originator of Mackintosh's toffee. It had been noticed that caramels were being imported into England from America. They were very soft to the teeth. Then came the great idea! Why not blend the English butterscotch with the American caramel? Experiments were made and an article was produced which was called ' Mackintosh's Celebrated Toffee.'

" An advertisement was put out locally in Halifax, inviting the public to come and taste a free sample at our establishment. Hundreds came along, and long before closing time we were sold out. On the Monday morning following, another advertisement appeared reading like this:

On Saturday last
you were eating
MACKINTOSH'S TOFFEE
at our expense.

Next Saturday pay us another visit
and eat it at your own expense.

And they did! When business opened on Saturday morning there was the largest display of toffee (or any other special sweetmeat) ever seen in Halifax. It began to look like a toffee shop. The pies and the cakes, the cheese tarts and the Eccles cakes, made a brave show, but the little mountain of deliciously inviting toffee made your mouth water."

The first supply of the toffee that was afterwards to acquire a world-wide fame was boiled by the young bride in her early twenties in a brass pan over the kitchen fire. In those days it took an hour to boil and cool ten pounds of toffee; to-day the steam-pans, each holding several hundredweights, are turning out nearly ten tons per hour.

Six months after the beginning of the enterprise the young mill-hand felt justified in giving up his secure position in the mill and risking all on the new venture. Trade increased so rapidly that the shop became too small, and a stall was opened in the market. The toffee was still boiled at home, poured into trays, and packed in a tin travelling trunk. It was carried to market in a hand-cart, and was broken up with a hammer on arrival. The hand-cart was at length superseded by a horse and cart, the former costing £11 and being subsequently sold for 37s. 6d.

Trade continued to increase, larger premises were taken and a factory built and equipped with modern machinery in 1899, nine years after the start. The expansion of business, however, brought financial difficulties, and as more capital was required a limited company was formed in the following year, an appeal being made for £15,000, the entire amount being required for the new factory. Unfortunately the issue was under-subscribed by the sum of £3,000, and as this sum was absolutely necessary the bank manager was asked for a loan of this amount. The manager was indignant, and resented even being asked to make such an advance for the purpose of making toffee. "Why," said he, astonished at the audacity of the applicant, "if you made all the toffee that the United Kingdom could consume, you could never employ £15,000 capital. I call it fool-hardy." The bank manager was obdurate for a time, and absolutely declined to find the money. But after three other interviews he relented, though, before the

money could be obtained, Mr. Mackintosh had to deposit as security every share he had received in payment for the business.

The local printer who printed the prospectuses of the company relates that when Mr. Mackintosh went to pay the account he was given half a dozen spare copies which were left over. Putting them into an envelope, Mr. Mackintosh said, "We will keep these; they will come in useful when we are floating it for £100,000."

Twenty years later the present company was formed with a capital of three-quarters of a million sterling!

But it was not all smooth sailing. The factory was destroyed by fire, the buses came along and spoilt the trade of the shop, competition arose not always too scrupulous, the wholesalers were apathetic. For many years no dividends were paid. John Mackintosh, however, never lost heart, but with indomitable courage faced and eventually overcame all difficulties.

It is impossible in the space available to tell one-tenth of his many activities, of his firm belief in advertising, or of the rapid development of the business in all parts of the world. The story of Mackintosh's toffee is an epic in advertising. He inaugurated Scholarship Competitions which were won by a boy in Scotland and a girl in the north of England, the former having earned his B.Sc., and the latter becoming secretary to a Cabinet Minister. He introduced, with the co-operation of other manufacturers, the "School Shop," now being worked in a large number of schools. At the re-assembling of Parliament in 1905, every member received a large tin of Mackintosh's toffee which caused considerable amusement as well as publicity to which *Punch* contributed. This little "stunt" was repeated last year (1924) on the opening of the present Parliament. A volume of letters was received from M.P.'s, from the Prime Minister downwards. Most of them said that they were already Toffee de Luxe eaters.

The Romance of Business is necessarily to a large extent biographical, but this is not a biography. John Mackintosh's biography has already been written by an old friend¹ and I have availed myself freely of his pages. But I too, personally, know something of his worth, and one of my most cherished possessions is a three-page

¹ "John Mackintosh, a Biography," by George W. Crutchley.



SIR HAROLD MACKINTOSH

To face page 149

letter of appreciation that he wrote me a day or two after I had given a lecture at Halifax.

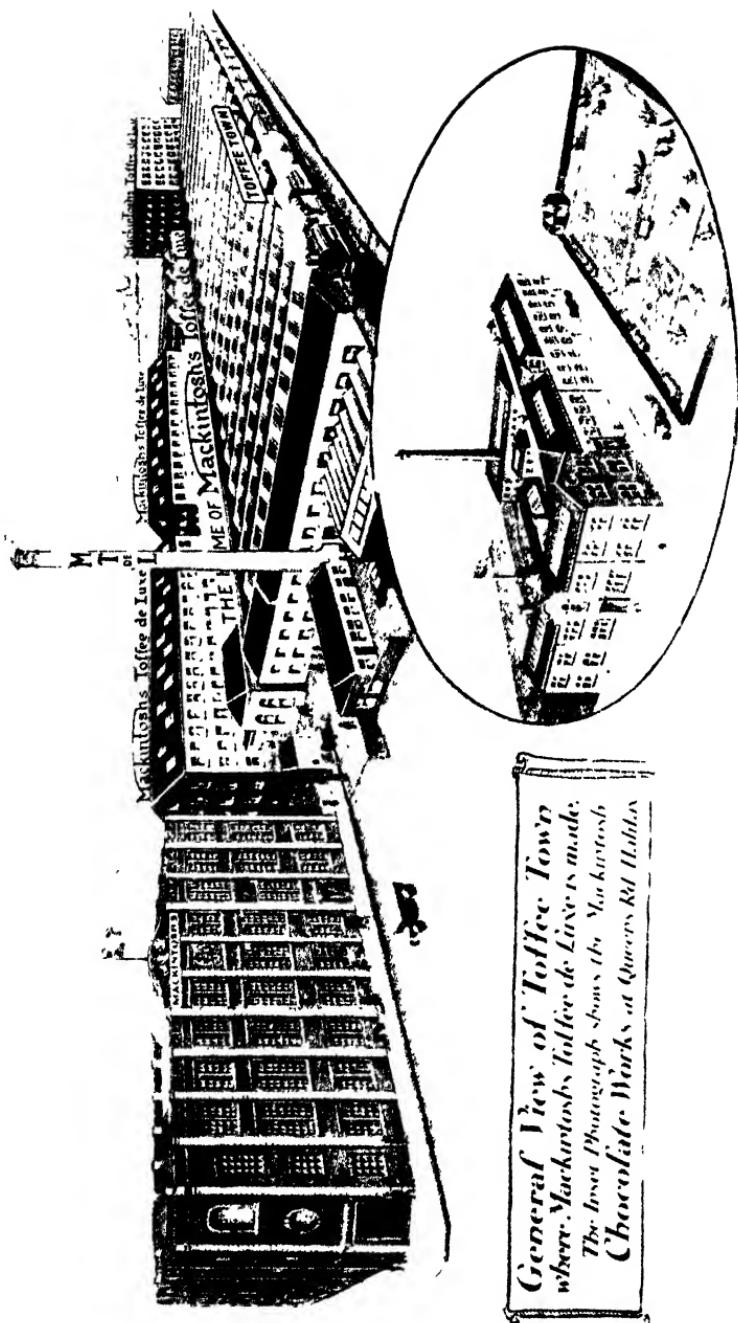
Without any attempt to describe the large factories at Halifax and the ramifications of the business throughout the world, this chapter may appropriately be concluded with an article from *British Industry and Finance* on Sir Harold Mackintosh, who succeeded his father on the latter's death in 1920 at the early age of fifty-two.

" We have, on several occasions, visited Halifax; but, until our first visit we associated the town chiefly with certain industries, iron and cotton works, wool and what not, forgetting at that time, that sweets and Halifax or Yorkshire were synonymous terms. Before we left Halifax an indelible fact had been imprinted upon our memory and an outstanding feature of the circumstance was that Messrs. Mackintosh stand very largely indeed in the prosperity of the town. The manufactures of the company occupy enormous space, equipped with the best that hygienic and scientific principles can provide, combined with the most careful supervision and also a perfect organization as to detail. Thus the name of Mackintosh and toffee assume a vivid reality. The reputation of the firm is world wide; the insignia of being purveyors of their delectable confections to the Royal Family is another stamp mark of distinction and recognition of sincere business ideals, are associated also, in the honour lately conferred upon the present head of the great house—Sir Harold V. Mackintosh. This gentleman, probably one of the nation's youngest knights, may, with natural modesty, consider the new honour as a tribute to the splendid public service of his late father, Mr. John Mackintosh, but Sir Harold, as Managing Director and Chairman of the Company, while a true chip of the old block, has always been intimately and closely associated with local efforts for the public welfare of Halifax. Few men have been a more generous supporter, or rendered higher public service in the district, and his name will not be the least in the distinguished record of Yorkshire's truly great men. Educated at Halifax New School and subsequently for two years in Germany, Sir Harold Mackintosh possesses complete knowledge of commercial and industrial problems, and his executive and organizing abilities are furthermore

demonstrated by the remarkable success attending last year the conversion of the business into a joint stock company, likewise the inception by him of an excellent comprehensive scheme of profit sharing for the benefit of the thousands of workpeople employed by the company.

"The flotation of the new company of John Mackintosh and Sons Ltd., last year, with a capital of £750,000, produced so great a response from the confectionery trade, that the entire amount was subscribed within forty-eight hours. Obviously investors realized they were being offered the goods, not watered capital. Although the company is a large public one, the great bulk of the ordinary shares—in fact, some 90 per cent.—are in the hands of the family. The report of the first year's trading has recently been issued, and all concerned are to be congratulated on the fact that it has proved the best year in the history of the firm, while prospects tend to equally satisfactory results in the future. In point of fact—and this is another gratifying tribute to the soundness of the business and the sterling integrity of its sponsors—last year's results exceeded the prospectus estimates, which during a period when we hear so much of heavy industrial losses elsewhere, will convince readers how legitimate the development of this business is; likewise how reasonable its future potentialities are. That Sir Harold took his part in the Great War, holding a commissioned rank in the R.N.V.R. engaged in patrol on anti-submarine work in the Atlantic, is now a recollection honourable to his family and equally so in the imperishable annals of our country. And among other outside present activities he is a Director of the Equitable Bank and the Equitable Building Society, likewise prominent, progressive and prosperous institutions appreciated throughout Yorkshire.

"The late Mr. John Mackintosh was noted for the many and important local and public positions held by him. Practically all these responsibilities have now been undertaken by Sir Harold, who will continue, one is convinced, these duties with equal ability and satisfaction. Moreover, the family propose the erection of a block of cottage homes in the Halifax district as a memorial to the late Mr. John Mackintosh.



General View of Toffee Town
where Mr. Mackintosh, Author de Luxe, is made.
The house Photocopy from the Mackintosh
Chocolaté Works at Queen's Rd. Edin.

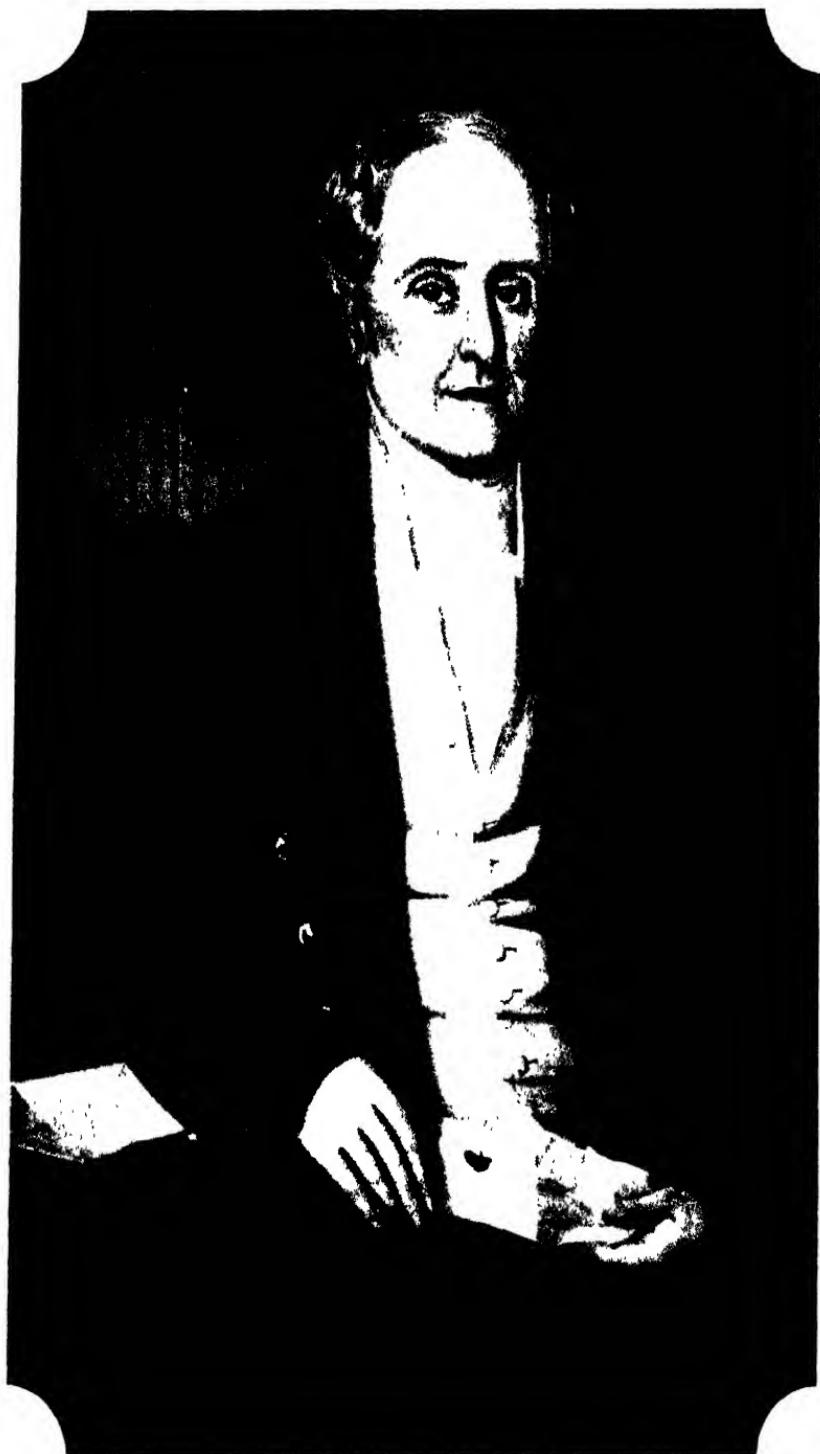
BUSINESS TRADITIONS AND PROFIT SHARING

"In a brief reference to the future Sir Harold has evinced that his one keenness would be for quality, and under no circumstances would he agree to depart from the firm's present standard, and to this end, with the wide publicity in advertising and fair dealing with all sections of the trade, showing no preference to any section to the disadvantage of others, and the firm's desire to allocate to each of the distributive sections a fair and living profit, he alone attributed the success which the firm have in the past been able to achieve.

"Sir Harold is recognized by the advertising profession as a brilliant expert in methods of up-to-date advertising. He is personally conducting and inspiring most of such work by the firm, and this exceptional grasp of effective methods of pushing British commerce has, no doubt, also helped his new scheme for extending co-operation with employees, which, briefly summarized, are that, as from 1st January a profit-sharing bonus will be payable to employees at Halifax, the same to be determined by the percentage of dividend payable to ordinary shareholders; and by an example given, the rate will be 25 per cent. of pay on the basis of time workers at ordinary rate of pay, pieceworkers on the total earnings at ordinary piecework rates, and the permanent staff at the ordinary rate of salary. In case of a larger dividend than 25 per cent. being paid on the ordinary shares, the profit sharing will increase in the same way, while on the other hand, if the dividend falls below 25 per cent. the bonus will likewise be decreased and the scheme will automatically cease to operate in any year in which the dividend falls below 10 per cent. Provision is also made for profit sharing as unemployment pay on a scale which is undoubtedly a benefit to the workers, the example under this heading showing that a man whose rate of pay is £3 10s. per week would receive a profit-sharing bonus, in addition to his weekly wage, of 17s. 6d., this amount being paid to him during such unemployment, so he would always be sure of 25 per cent.

"In commercial, social and philanthropic endeavour Sir H. Mackintosh is a personality for additional future distinction."

BASS



Mr. MICHAEL THOMAS PAGE

BASS

IN the article on "Brewing" in the ninth edition of the "Britannica" it is stated that even in the Norman period "the monasteries were remarkable for the strength and purity of their ales, brewed from malt with great care and skill. The waters of Burton-on-Trent began to be famous in the thirteenth century, the secret of their being so adapted for brewing being discovered by some monks, who held land in the adjacent neighbourhood of Wetmore." Amid all the changes of the centuries Burton seems to have maintained its reputation for beer, for one hundred and fifty years ago when it was a small town of between five and six thousand inhabitants there were half a dozen small breweries in the town carrying on chiefly a local trade. In that year a man of fifty-seven who had been engaged for many years in a carrying business in the Midland Counties made up his mind to start making the goods he had been carrying, transferred his old business to the Pickfords, who still follow the same calling, and the romance of Bass was begun by William Bass.

Since there is probably not another firm in the world who can show such a remarkable personal history of business being conducted by lineal descendants of the same families through successive generations, it may be interesting to record the facts here.

William Bass was succeeded by his son, Michael Thomas Bass, who joined his father when he commenced his business life, and continued it for some years until his death.

It was the son of Michael Thomas Bass—who again was Michael Thomas Bass—who first came prominently into the public eye. He took into partnership with him Mr. John Gretton and Mr. Ratcliff, hence the firm of Bass, Ratcliff & Gretton, and it was under these three gentlemen that the firm increased its activities so enormously, and placed the "Bass" product amongst the best-known proprietary articles in the world.

The above-mentioned Michael Thomas Bass, the third of the Bass line, was born on July 6th, 1799. In 1835 he married the eldest daughter of Major Samuel Arden of Longcrofts Hall, Staffordshire, and was the father of Michael Arthur Bass, who eventually became first Lord Burton. He was eight times returned successfully to the House of Commons as representative for Derby, and died in 1884.

He was followed as Chairman of the company by his son, the late Lord Burton, and the Bass family is still represented on the Board of Directors by Lord Burton's grandson, Capt. the Hon. George Evan Michael Baillie, M.C.

It is interesting to note that the first John Gretton was succeeded by his son, John Gretton the second, and the present Chairman of the company, Colonel John Gretton, M.P., is the third of that line on the Directorate.

Of the Ratcliff family, there are two direct descendants of the original Director of that name now on the Board, viz., Colonel Ratcliff and P. W. Ratcliff, Esq.

There are probably very few businesses that have existed since 1777 able to show a direct lineal descendant of the Founder still acting on the Directorate, and lineal descendants of two other partners in the third generation.

With faith in his enterprise, William Bass took the best barley and hops; he set his brewery in that one spot in the world where the well-water is so obviously intended by Nature for kindly union with those fruits of the earth, to give beer incomparable; and with conviction he brewed the first "Bass."

Lineal descendants of William Bass still follow the precepts which he put into practice. The faith which he held is theirs to-day; the tacit promise which was made when beer was first branded "Bass" is still accepted by the world-wide public, because it has been fulfilled for nearly a hundred and fifty years.

The original brewery occupied but a few acres; but addition has followed addition, new breweries, new malt-houses, new stores have sprung up, and railways have been laid between them, making an elaborate network of communications connecting the whole. Hyde Park and Kensington Gardens might be added to St. James's Park, and the vast space would scarcely accommodate all Bass's premises and activities.



MR. M. T. BASS THE SECOND

To face page 157

In 1797, twenty years after William Bass's first venture, the annual trade amounted to 2,000 barrels, half of which quantity was consumed locally, a good proportion of the other half being carried by river and canal to Hull, and shipped thence to the Baltic ports for Finland, Russia and Poland.

Trade increased rapidly, especially as the result of an accident—an accident, indeed, which might have been interpreted as a benevolent intervention on the part of wind and wave for the benefit of Englishmen and others who might, but for this, never have known that "East India Pale Ale" which has long since been asked for as just "Bass."

The ale was originally brewed for the Indian market, and shipments thither were regularly made. In 1827 a cargo came to grief in the Irish Channel; but the *dénouement* was one of rejoicing. A number of the hogsheads were salved, and sold in Liverpool for the underwriters, and quickly the name of Bass's India ale spread in this country.

Despite the poor means of transport of the time, trade continued to increase. It was 10,000 barrels in 1831, and this figure was doubled by 1839, when the coming of the Midland Railway gave such an impetus as to treble the latter year's brewing by 1847.

Six more years saw the barrelage doubled yet again, and though the brewery had been repeatedly enlarged, it became necessary to erect another—the "Middle" or "White" Brewery—which has since been considerably extended and improved. About the same time, a large store was built in the "Middle" Yard, the ground floor being for ale, and the two upper ones for grain. A more than threefold increase brought output to 400,000 barrels a year, and in 1864 the third, and largest, brewery was built. This, the "New" or "Blue" Brewery, was followed within a year by the vast Beer and Hop Store near the Middle Brewery, covering 8,000 square yards, and having a total storage area exceeding five acres.

The Bass centenary was celebrated when annual brewings were nearing one million barrels, and to cope with the still increasing trade the original brewery was pulled down, giving place to a larger structure embodying improved principles, yet still retaining the name of the "Old" Brewery.

As brewing capacity grew, a corresponding increase had to be made in the number of malt-houses. Owning many malt-houses in Burton, the firm erected six more at Shobnall, on the west side of the town, in 1874, since when two more, making twenty-two in Burton, have been added, with a block of eight at Sleaford.

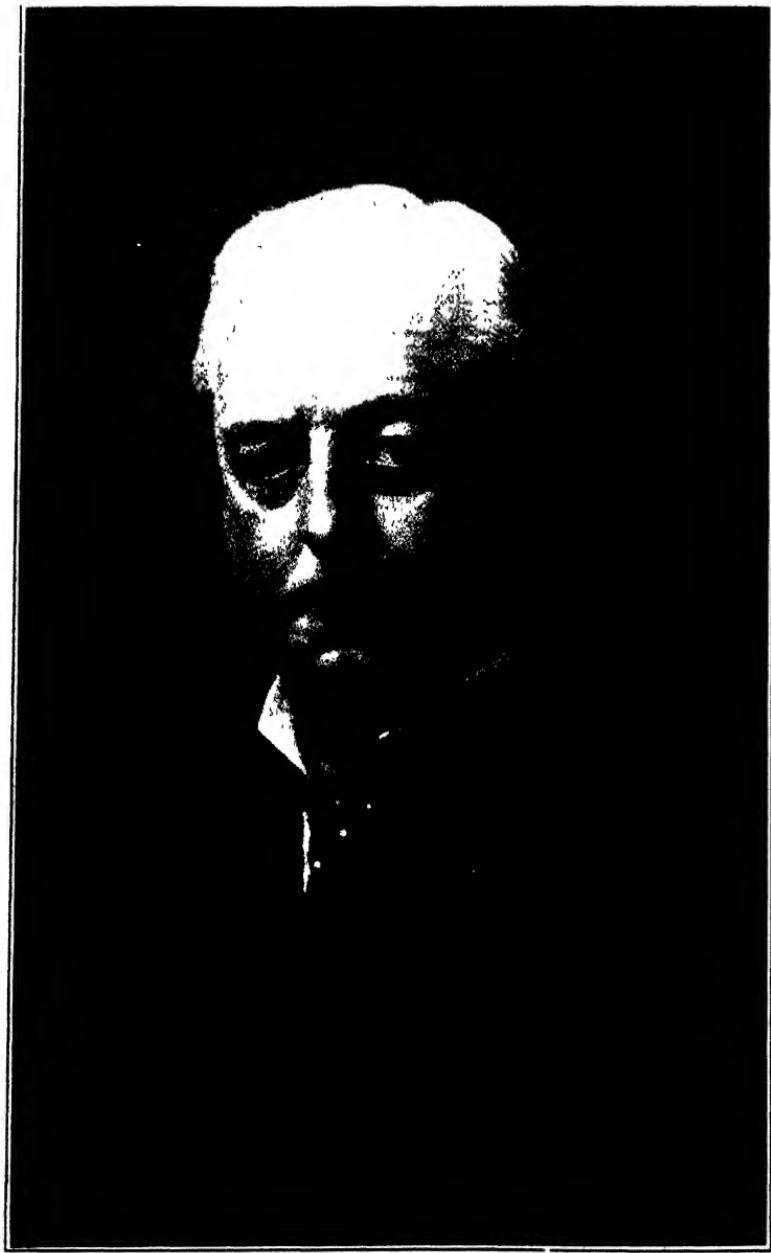
Before closing this part of the story, however, mention must be made of "The King's Ale." On February 22nd, 1902, His Majesty King Edward VII was conducted over the Shobnall Maltings, the New Brewery, and the Steam (now Electric) Cooperage. In the New Brewery is a mash-tun proudly displaying a plate, which records the honour accorded by His Majesty when he pulled over the levers which started a special mash of several hundred barrels of extra strong ale to be known as "The King's Ale," which would reach its prime of maturity some fifty years after. In the enormous cellar, where the Directors were presented to the King, His Majesty drank Pale Ale to the prosperity of the company, and signed his name in the Visitors' Book.

Mere sketch though it is, this brief historical account would be incomplete were no reference made to Bass's activities during the Great War. Besides following its regular business under great difficulties, the company supplied large quantities of Pale Ale to the troops, both at home and abroad, and also contributed to the nation's effort by placing at the disposal of the Government fully-equipped engineering and cooperage departments for the production of shells, vats, tanks, cordite trays, and drums for cellulose; and a block of malt-houses as munition stores.

Five of the company's Directors and 1,419 of its employees saw active service. Four bronze tablets in the hall of the offices record 156 names—those of the fallen.

Though all the barley and hops used in the brewing of "Bass" are the finest that grow, they are at the command of the Burton water; for they can be brought to Burton, but Burton cannot be taken to them. And without this water ale could not be "Bass."

As early as A.D. 1295, the abbots of Burton knew, and availed themselves, of the brewing virtues of the water in their abbey walls; and no doubt the good monks blessed the clear ale which in prospect made matins speed by, and in retrospect added a mellowness to vespers.



THE LATE LORD BURTON
(SON OF MR. M. T. BASS THE SECOND)

To face page 159

Above the town are wells from which the Burton with its unique properties, so vital to the changes which occur in mashing and upon which largely depend the flavour, character, and keeping qualities of the ale is supplied.

A loyal henchman of Bass, so runs the tale, spent an unpleasant night in order that the Red Triangle might be Number One on the Trade Mark Register. It was the night prior to the opening of the registrar's office which owed its inception to the passage of the Trade Marks' Act of 1875; and the anonymous enthusiast found compensation for his uneasy bed on the steps, in the unique pleasure of obtaining not only the first but also the second place on the register, for the Diamond Trade Mark follows the Triangle in that historic record, as Registered Trade Mark No. 2.

The Red Triangle is sacred to Pale Ale, as all the world knows, whilst the Diamond is used for all the other beers made by Bass. Both marks have been imitated to such a degree as to make the flattery embarrassing, not to employ a harsher word. In the general office are shown albums in which are carefully entered the histories of forged or infringing trade marks and labels, some 1,900 specimens being preserved.

The Trade Marks are used in a great variety of ways, but principally on bottle labels. Fifteen varying labels are used for the different qualities of beer, but in essentials they are all the same, in every case the central and most striking feature being either the Triangle or the Diamond. The chainwork background and the border of Staffordshire knots are also separately registered, as is the signature of the old firm "Bass & Co."

The romance is completed by the following facts significant of the size of Bass to-day :

Business premises cover more than 750 acres.

Seventeen miles of full-gauge railway lines.

Eight powerful locomotives.

Private sidings connected with the Railway Companies' lines; those at Shobnall alone accommodating 400 wagons.

More than 100,000 of the various Railway Companies' wagons used in one year for dispatching Bass from Burton.

Seven thousand casks of ale often dispatched in one day, the amount having sometimes reached 9,250, filling 666 trucks.

160 ROMANCE OF GREAT BUSINESSES

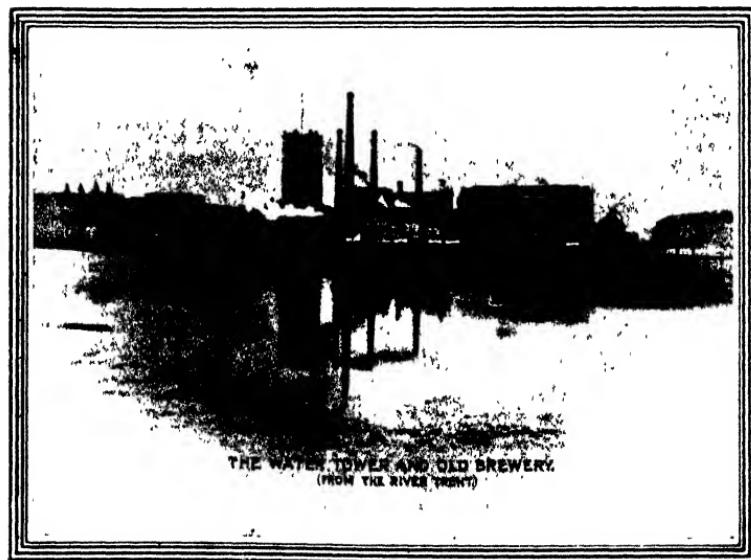
Freightage within this country and abroad approaches £1,000,000 per annum.

Quantity of ale brewed per year between one and two million barrels.

Stocks of ale at the Burton premises as much as 200,000 barrels.

Duty paid in one year amounts to several million pounds.

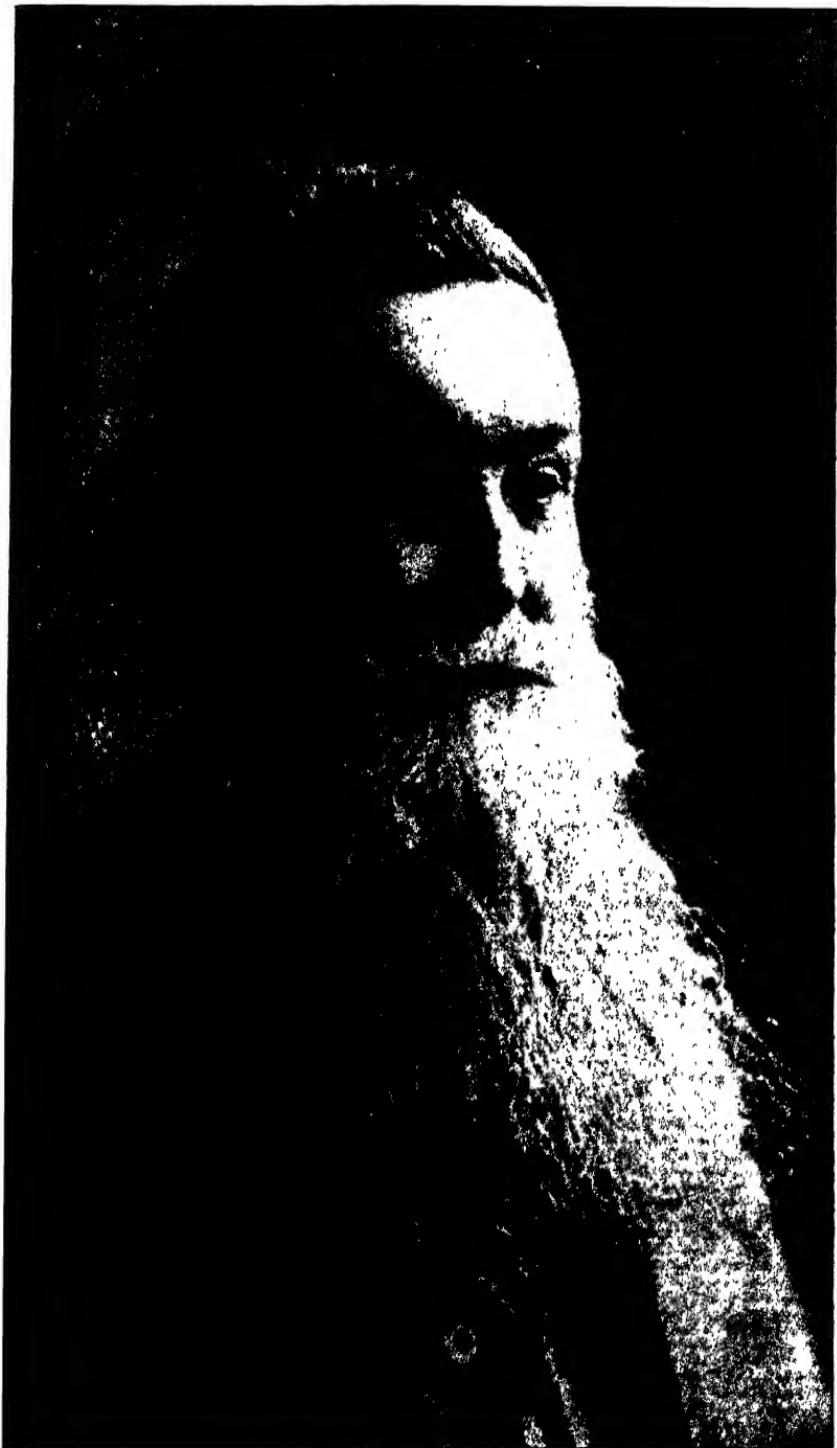
Stock of casks necessary to carry on the business—all made at the Bass Electric Cooperage—between a quarter and a half million.



THE WATER TOWER AND OLD BREWERY.
(FROM THE RIVER, FRONT)

To face page 160

DUNLOPS



DUNLOPS

A VERY simple invention by a Belfast veterinary surgeon less than forty years ago has resulted in such extraordinary developments as could not possibly have been conceived. It was no great scientific discovery; it was not even the invention of some mechanical genius. The Irish doctor concerned chiefly with an attempt to improve his boy's bicycle evolved the idea of the pneumatic tyre even as you or I might have done. To-day his name is perpetuated in a concern employing over twenty-eight thousand people, of which ten thousand are in Birmingham alone; with ramifications of factories and plantations all over the world; and with a capital of tens of millions sterling. Transport has been revolutionized; the motor-car industry has grown to colossal proportions; rubber has become one of the leading products of the world. And all because an Irish veterinary surgeon in his forties improved the bicycle of his little boy Johnnie.

John Boyd Dunlop was born at Dreghorn, Ayrshire, on February 5th, 1840, and made his first tyre in Belfast, the original patent being granted in July, 1888. It has since developed into an immense industry, upon which it is not too much to say that the mechanical transport of the world depends, and in which the name Dunlop takes pride of place, not alone because it is carried by the tyres which are universally acknowledged to be the best that have ever been produced, but because the organization identified with the inventor's name is among the two or three largest in the world.

When one visits the colossal factory at Fort Dunlop, near Birmingham, one finds it extremely difficult to get a true focus upon what it all means. It is next to impossible to believe that there was ever a time when the world knew nothing of india-rubber tyres inflated with air, for here is a plant employing on its own account over ten thousand operatives with an output running annually into literally

millions of tyres. It is certainly very hard to believe that only thirty-seven years ago not even the beginnings of the industry which has grown up about this enterprise were in existence.

Scientists have assured us (though the thing was perhaps palpable enough) that during the last fifty years there has been greater and more rapid technical development than in the whole of the period covered by human history put together. When, in course of time, our descendants read a brief account of all the progress that was made during this past half-century, it is to be presumed that the name of Dunlop will occupy a dominant position. To his invention was due, first of all, the immense development of the pedal bicycle, one of the greatest conveniences, the greatest savers of time and labour, the greatest instruments of exercise and good health that the engineer has put into the hands of mankind. But for the pneumatic tyre the bicycle would have enjoyed the vogue only of a passing craze, whereas it has become a machine of universal utility, the economic value of which is beyond all computation.

From the bicycle sprang, in logical sequence, the motor-car. It is true that there was a kind of automobile running experimentally and spasmodically before the era of the pneumatic tyre, but it was the latter that, beyond any cavil whatsoever, rendered the motor-car a practical thing. In the light of modern knowledge of materials it is possible to-day to construct a motor-car which will run reasonably fast upon solid tyres, and not shake itself to pieces, nor provide acute discomfort for its passengers. Thirty years ago, however, this knowledge was not available. The materials which automobile engineers then had at their disposal were literally incapable of withstanding the stresses and strains of high speeds over rough road surfaces until the pneumatic tyre came to their assistance, and almost instantly wiped away half the difficulties of the problem.

Again, in logical sequence, out of the motor-car sprang the aeroplane, and although Mr. J. B. Dunlop probably knew little about the conquest of the air in 1888, and cared even less, it was nevertheless he who gave us the key to this new and unbounded territory. Had it not been for the motor-car it would have been impossible for engine designers to construct motors of sufficiently light weight

to enable aeroplanes to fly and to maintain themselves in the air for more than a few moments on end.

When we realize the huge importance of the industries which produce cycles, motor-cycles, cars, aeroplanes, and all the thousand and one accessories connected with them, when we see how these industries have promoted the welfare and the growth of other immense industries contributing to them, we shall then get a glimmering of the far-reaching and well-nigh revolutionary influence that has been wielded by the invention of Mr. J. B. Dunlop.

Everyone who lives under the shadow of the British flag should be proud of the fact that the pneumatic tyre, one of the greatest inventions the world has ever known, is essentially the product of a British brain. Like all great inventions, the pneumatic tyre is so simple that one wonders why it was not thought of literally hundreds of years ago. Simplicity, however, is only relative, for the modern motor tyre is, when one comes to enter more deeply into the process of manufacture, quickly seen to be a very complex thing indeed. It has a technique of its own, and this is only understood by those who have made its study their life work. It is not as if once a pneumatic tyre had been constructed and shown to be practical, it could be allowed to remain as it was. The demand, both from the cyclist and the motorist, has always insistently been for something better and better, so that the tyre, not only literally, but metaphorically, has never been allowed to stand still. The call has ever been for higher speed, for greater comfort, for more marked security against breakdown, for greater freedom from skidding, for less first cost—and the pneumatic tyre industry is justified in asserting that there has never been a claim made upon it that has not been reasonably and quickly satisfied.

One must remember in this connection that until Mr. Dunlop invented his tyre, india-rubber was not a commodity of major commercial importance. Very little was known about it, and it appeared to have an atmosphere of mystery which science, till then at all events, had been unable to penetrate. To-day enormous tracts of tropical country are devoted to the production of raw rubber, and their area is being steadily increased.

With the knowledge gained as to the methods of treating rubber, there has been opened out a thousand and one directions in which it can be usefully applied in

industry and for domestic purposes, and it must now take its place amongst the most valuable natural resources which humanity has at its command. Once more, then, in giving Mr. Dunlop the credit that belongs to him, one must not lose sight of the fact that had it not been for his imagination the industry now associated with all kinds of india-rubber products would have still been in a state of obscurity.

That is as it may be, but one ventures to doubt whether any scientists whatsoever, given in the one hand an ounce or two of raw rubber, and in the other a few shreds of raw cotton, could deduce from those two frail and unpromising looking substances a pneumatic tyre that for thousands of miles will stand pounding over rough roads at any speeds of which a motor-car is capable. This in itself is a very great marvel, and we are perhaps not grateful enough to the painstaking and brilliant geniuses who have developed the science of india-rubber treatment so as to be able to give us these results.

Only a few years ago the tyre was amongst the most unreliable factors in connection with a motor vehicle. To-day it is almost perfectly free from the liability of trouble, and even yet further progress is being rapidly made.

It is not the purpose of this brief sketch, says the *Motor Owner*, from which much of the material herein is contained, to describe how a pneumatic tyre is produced, for justice could not be done to this subject in anything but a long treatise. A word or two, however, may be said about the way in which a *good* pneumatic tyre is assured, and this may be gone into with peculiar appropriateness in dealing with the Dunlop enterprise, since it is this firm which has ever been in the van of tyre progress, and which has been responsible for most of the developments in tyre improvement.

First of all, the really good tyre demands really good materials, and in this case we find that the most elaborate precautions are taken to ensure primary excellence. Every one of its products from the huge weight-carrying solid tyre, through a whole range of pneumatic tyres for various purposes, and even to the golf ball, starts in the Dunlop factory as raw rubber of the highest quality and purity. This, of course, receives a type of treatment according to the functions which the product is ultimately

GENERAL VIEW OF FORT D'ENOP FROM THE AIR

To face page 107



to fulfil, but it may be observed at once that the results which these products give, and which alone have earned them the esteem in which they are held, depend first and last upon purity.

In tyres, too, economy to the user is notably associated, and in fact indissolubly so, with care in manufacture and excellence of material.

One must, with submission, now digress, for a moment, in order to give some idea of the magnitude of the Dunlop enterprise. The organization as a whole employs throughout the world over twenty-eight thousand persons, of whom ten thousand are employed in Birmingham alone. Here the works at Fort Dunlop cover an area of four hundred and eighty one acres, of which one hundred and fifteen acres are devoted to the manufacturing site. The power employed for lighting, heating, and the driving of machinery is over twenty-two thousand horse-power, which is considerably in excess of that produced by the power station of a large town such as Edinburgh. At Foleshill, near Coventry, another large factory is equipped for the production of motor-car wheels and rims of every description. At Rochdale, the company's mills, the largest self-contained cotton mills in the world, with a floor space of thirty acres, produce the whole of the cotton material used in the manufacture of Dunlop tyres. In the Malay Peninsula seventy-six thousand acres of rubber-producing land are controlled by the Dunlop organization, which claims to produce a greater proportion of its total requirements in raw rubber than any other manufacturing company in the world.

Here we have, then, a magnitude which is almost too great to be impressive, because it is not possible in less than several months to see the whole thing. At Fort Dunlop, a tour of which, incidentally, takes a whole day, one is concentrating upon the manufacture of tyres, and a clear-cut impression can more easily be obtained.

One is, however, far less struck by the seemingly never-ending arrays of machines and by the huge numbers of busy operatives, the great buildings extending into the dim distance, the spaciousness and the air of intense endeavour, than by the meticulous care which guards the whole place like a presiding genius. Thousands of tons of raw rubber tumble into Fort Dunlop from the trucks upon its miles of railway siding, but there is not an ounce

of it which is not examined by the shrewd eye of an expert.

Again, as is well known, the strength, the elastic and resistant qualities of india-rubber depend not only on its initial quality, but upon its treatment in connection with the various materials which have to be added to it during the process of manufacture. The slightest variation in the addition of these components could, and probably would, make a big difference to the product. One sees an enormous bench, upon which are ranged a series of great deep pans. In each of these there is a carefully measured quantity of raw rubber, on to which (it is something like a cook manipulating the ingredients of a cake) are deposited measured quantities of various powders and other substances, which descend down shoots from an overhead store. The pans are taken off to a weighing-machine, where their total weight is accurately recorded. Their contents are now hurled into the jaws of a mill, which rends and tears and masticates them, until the whole has become a semi-glutinous, but more or less homogeneous mass. Before it passes to any other process this mass must return to the weighing-machine upon which it must prove its original weight to within a fractional percentage. A small thing this, one may say, but it is an index of the extreme care which has to be taken in order that the product may enhance an already established reputation.

It would be hard to imagine any factory containing a greater store of interest than Fort Dunlop, for its products range from a solid tyre suitable for a traction-engine, to a 26 dwt. Maxfli golf ball, and its roof covers, therefore, a multitude of processes. Here one is seeing the great steel bands upon which solid tyres are fixed, produced from a flat bar. Snatched up by bending rolls, the bar is quickly formed into something approaching a circle. A moment later, amidst a shower of sparks like a firework display, the two ends are being electrically welded together to form a solid ring. Soon it will pass on to a machine, which in a single motion will make it perfectly circular in shape, and ensure that it is a dead fit upon the wheel for which it is destined.

Or, again, we see soft red rubber, of the consistency of uncooked pastry, cut into strips and fed into a machine, which spews it out in the form of an unbroken tube.

If we follow this we shall see how ingeniously it is mounted upon a circular mandrel, how it is part cooked and returned, so that its two ends may be joined together. We shall see it vulcanized into a finished state, equipped with its valve, deflated of all its air, rolled up and packed into a box.

Or we shall see another machine extruding under hydraulic force a great black tongue of steaming rubber that is soon cut off and wrapped upon its steel band, and disappears down a runway into moulds, encased in which it vanishes into a yawning steam-heated pit, from which it will ultimately return as a solid tyre of commerce.

One has remarked that in the early days of pneumatic tyres the call for continual improvement was insistent. It is no less so to-day, so that it behoves the manufacturer who would keep his position, and especially he who is acknowledged to be at the head of his industry, to be ever progressing.

Not the least interesting section of this great factory at Fort Dunlop is the test house. Here are found means of readily ascertaining precisely how a tyre will behave under all sorts of conditions, and to precisely what cause its ultimate collapse is due. In two large concrete tracks, deeply sunk into the floor, tyres carrying a normal load, and slung at the end of great revolving arms, tear round upon a journey that may last, without stopping, for weeks on end. During this test, in every revolution they may have to pass over a stretch of sharp macadam stones, and over an artificial bump, which will secure that they meet with average road conditions.

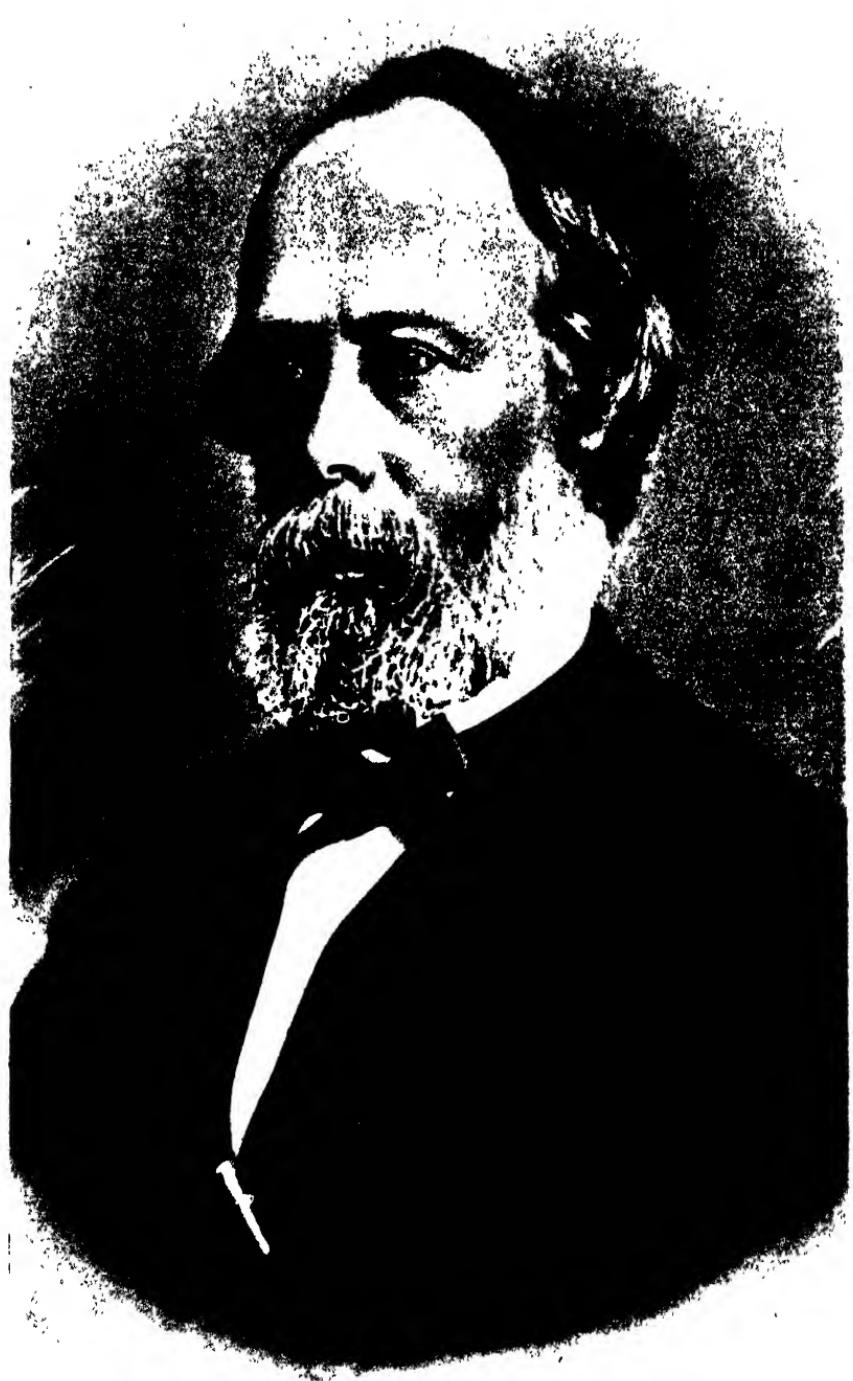
In another part of the test house other tyres, both pneumatic and solid, are running at high speed, sometimes equivalent to sixty or more miles an hour, upon the flat rims of pulleys, each of which contains an irregularity which gives the tyre a bumping and hammering that it could hardly get in an ordinary road. Ultimately these harassed covers are driven to destruction, and they are then analysed and examined with a view to finding out where and why they have failed. Only by such means as this can progress be made. First, maybe, it is the rubber which has failed to withstand the gruelling test. Research enables this matter to be set right. But now with a further test it is found that the cotton cord fabric has failed, and this in turn under research must be modified. Meanwhile

a fleet of heavy and extremely fast cars is employed in testing tyres under the normal driving conditions which obtain on the road. These cars average two hundred and fifty miles a day each, week in, week out.

Much might be written of the Dunlop service to motorists and the generous assistance they give in planning tours, giving advice, etc. The Dunlop Guide is a veritable Baedeker of all that interests motorists throughout the United Kingdom, complete with road maps and even street maps of scores of the principal towns.

There are to-day not wanting those who croak of Great Britain's lost prestige as a manufacturing nation, and who see her industries threatened, if not utterly swallowed up, by trans-Atlantic competition. To such, a visit to Fort Dunlop is strongly recommended as a tonic, well calculated to remove any symptoms of pessimism. Here, at all events, we are afforded definite proof that we can hold our own with any country in the world ; nor is this organization merely upon the defensive ; it at least exercises an influence far beyond the shores of these islands, and it is good to know that the activity, the enterprise, and, in the original sense of the word, the "business" of Fort Dunlop, are reflected in other Dunlop factories in the United States of America, in Canada, in Australia, in Japan, in France, and in Germany.

MUDIES



MR. CHARLES EDWARD MUDIE

MUDIES

THE eighteen-forties were the days of the three-volume novel, published as was "Silas Marner" when it first appeared at a guinea and a half; when books were comparatively rare, and were read and discussed chiefly by the leisured classes. In those early Victorian days free schools were not thought of, and to be able to read and write was an accomplishment. Bookshops were rare and were usually conducted by men of literary tastes and often with some pretension to literary ability. Among these was a young man of twenty-three or four years of age who kept an unpretentious shop in Southampton Row, in the centre of what was the fashionable district of Bloomsbury. Here the young bookseller in 1844 added to his business a circulating library and laid the foundation of what speedily became and still remains, a National institution. In an appreciation of Charles Edward Mudie upon his decease in 1890, Mr. Charles Miall wrote: "Among the qualities which Mr. Mudie brought to the prosecution of his enterprise were a sound judgment, indomitable perseverance and a rare capacity for organization." In no class of business was there, or is there to-day, more need for sound judgment than in the publishing and selling of books. Tastes are constantly changing, and the mawkish sentimentality of Sandford and Merton, and the coarse brilliance of "Tom Jones" that in their day took the public by storm would find little enthusiasm to-day. But Mr. Mudie did more than merely exercise sound judgment in anticipating what the public wanted, he helped to mould public opinion in favour of the best type of literature. "So," said Thomas Carlyle once to Mr. Mudie, "you are the man who undertakes to supply the world with books, to separate the sheep from the goats." To this gentle and unaffected man, himself a writer of devotional hymns, came the novelists and authors and the publishers of the early and mid-Victorian days, for success or failure depended largely upon his decision. "Autocrat" and

"tyrant" of the book world he was called by the disappointed ones, but he went on in his own placid way, with unerring judgment anticipating the demands of the public, with unwavering devotion to his ideals as librarian to the great English family of readers. Even in the changed conditions of to-day Mudies still stands for the natural note of character in literature and is the pulse of the British reading public.

Step by step the business was built up, and was removed to its present quarters in Oxford Street in 1852. As successive enlargements of the premises did not suffice, the present handsome structure was erected in 1862, and was opened with a brilliant entertainment, to which many of the celebrities in the literary, scientific and artistic world flocked to give the enterprising librarian a cordial welcome. Henceforth Mudie's Select Library became one of the sights of London. The road in front of the great hall was often blocked up by the carriages of fashionable subscribers; the city required a separate establishment, and branch libraries were founded in many of the provincial towns.

In *London Society*, of November, 1869, a magazine long since dead, appeared a vivacious article under the caption "Going to Mudies," which gives an excellent idea of the conditions then prevailing.

"There constantly comes," it says, "a time at the breakfast table when it is discovered that it is time for somebody to 'go to Mudies.' The cart will leave books at the house, or the boy in buttons will deliver his list at the libraries; but this is a small item of business to which even very young ladies are competent to attend, and they feel that there is a personal satisfaction in attending to it oneself.

"There is a kind of parliamentary discussion at the breakfast-table as to what the fresh lot of books are to be. The young ladies, in straying curls and bewitching morning attire, are in favour of the new novels and magazines. Some severer female in the group, the governess, or companion, or spinster aunt, of strongly-developed intellectual powers, opines in favour of some famous political economist's 'Origin of Species,' or some eminent metaphysician's 'Philosophy of the Unknowable.' Paterfamilias thinks it only decent to fling in a few words in favour of the awful-sounding title, and

which, being well chosen, convey the idea that all his leisure thoughts are concentrated on these vast problems; but in his own heart of hearts he strongly leans towards the lighter description of literature. The young man of the family is up to the times, and strongly advises that they should procure the last new book of mark, which has just been criticized by the morning paper or the weekly literary journal.

"He will change the books as he goes down to his office, or, if the girls like, he will meet them at Mudies after four o'clock, and bring them home. This is what the girls like. The young people will probably take a stroll in the park afterwards, and meet other young people; and if they can only entice the big brother into a shop, he will most likely be safe for a bonnet or a bracelet. There will be few pleasanter sights this afternoon than seeing those fresh, happy-looking girls at Mudies. Perhaps, however, Adelaide only will be attending to the books, while Laura is staying in the carriage as company for her Italian greyhound.

"How often have I borne my part in this 'going to Mudies'! It once occurred to me as a brilliant idea that if I went in the morning, the first thing after breakfast, I should have the officials all to myself, and books would be procured with the least possible delay. But as this brilliant idea is shared by no inconsiderable section of the community, there is quite a swarm of early birds alighting by the counter side, and you gain no very material advantage. There are many persons who want to lay in a stock of mental provender for the day. What would the clerks in the Foreign Office, for instance, do without the matutinal novel?

"I remember, when staying abroad at His Excellency the Ambassador's, the Government dispatch boxes were awaited with eager interest, because the Queen's messenger was the bearer of important novels from Mudies. The arrangements at New Oxford Street are so good, and the clerks so prompt, that no one need be long detained except the individual of feeble and indecisive mind, who has prepared no list, and is in a lamentable state of mental uncertainty and confusion. He generally collapses into an adjacent seat, an object of scorn to every right-feeling man.

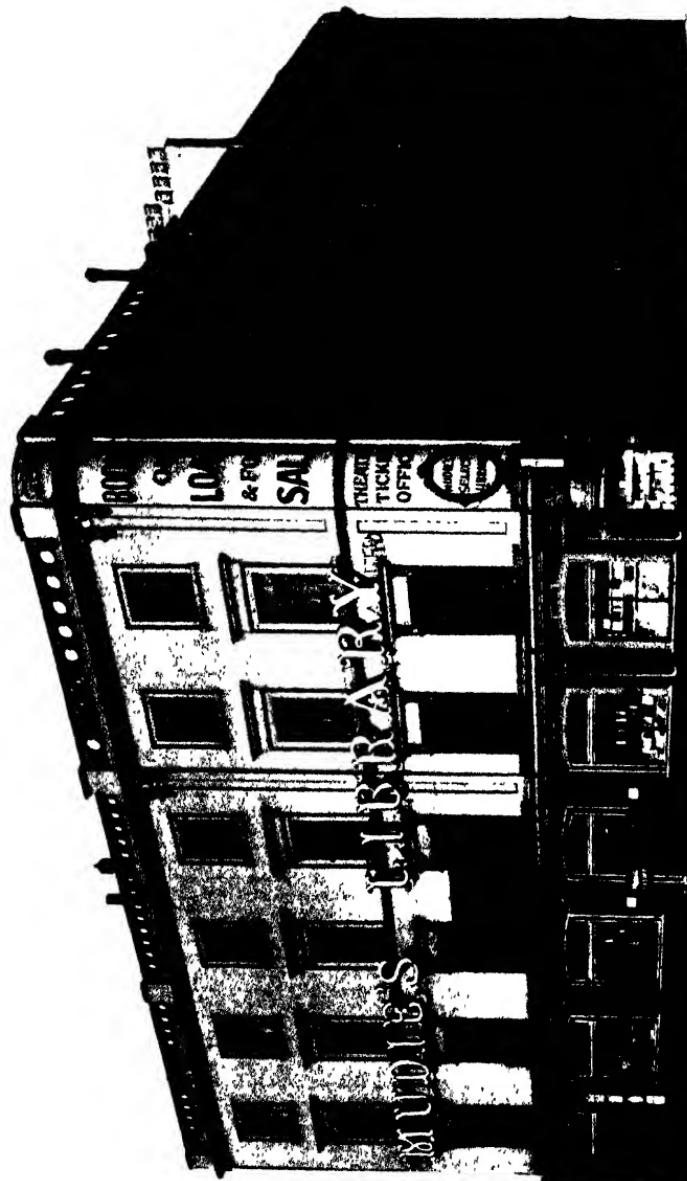
"With every provision, however, you cannot help

being bewildered on a fine summer afternoon in the height of the season. The interludes of rest are over directly lunching time is past. Then the carriages block up Museum Street and New Oxford Street. Then the powder-headed footmen carry to and fro the packages of books. Then we have silken stirs and the constant stream of the passers out and in. The appearance of the hall is itself very effective, with its Ionic pillars and railed galleries. The attendants are wheeling along in trucks sets of works too heavy to carry from the stacked heaps in neighbouring apartments.

"Sometimes when a new and important work has been issued—say '*Felix Holt*,' of which no less than two thousand copies were taken—the copies were stacked and piled, and coupled with any other unusual pressure, the intellectual granary becomes full to overflowing. The colour effect of different bindings is very effective. Here you have a bookcase filled with the bright scarlet bindings; here again you have the dark blue and light blue, the dark green and light green, pink and red, the fashionable magenta, and then the sober brown and black of graver works.

"Curious also it is to notice the different kinds of people who come. Some are merely light pleasure-seekers, who want an agreeable volume to help to kill time withal. Some are mere book-worms, who will sit down and pore over the catalogue, not heeding much what they read so that they may satiate the mere love of reading. A little observation will help us to discern more distinctive varieties of readers. That quiet, self-possessed man, with a deeply acute face and that expression of cynicism which has found the nose for its exponent, is a briefless barrister, who has, nevertheless, fine chances in the future, and in the meantime occupies himself with writing reviews, chiefly of the tomahawking description. He has in his hand a list of all the important books coming out in his particular line of business, and calls in at Mudies, the earliest bird of all, to see whether any copies have just been issued from the publishers.

"There are always a certain number of men who anxiously watch the book market, and in many cases obtain their early copies from Mudies, although they are frequently supplied by the courtesy of the publishers. Others come, who you know, by a kind of instinct, to be



A CORNER OF MUDIE'S MAIN BUILDINGS, IN OXFORD STREET *To face page 177*

about to travel, and these especially abound towards the beginning of the Long Vacation. A man will not infrequently take some of Mudie's books to Paris; and they even come in very useful, either with or against the rules, if you are going to St. Petersburg or New York. Then several people will probably inquire in the course of the day for the Hon. Impulsia Gushington's sweet poem 'Reeds from the River.' It is artfully conceived that if the lady's friends make a simultaneous demand for her work from Mr. Mudie, that potentate will become profoundly impressed with its importance, and give an order for an edition. Mr. Mudie must find it difficult work to keep everybody in good humour, and must almost expect to find publishers and writers alternately grateful and resentful."

In a charming article on the Diamond Jubilee of the famous firm, Mr. James Milne, writing in the *Graphic* in 1919, says: "Anyhow, 'Mudies' became a great mart of ideas, by reason that it took these in the printed word and circulated them far and wide. It was a sort of clearing house for English thought, whether that was consigned to the novel, as in George Eliot, or to the 'serious' book, as in Macaulay. When old Mr. Mudie ordered nine tons of Macaulay's 'History of England' London bookmen lifted their hands in amazement. When he took thousands of copies of 'Adam Bede' other authors said it was all out of a sentimental sympathy with Dinah Morris, the beautiful Methodist in the story. Poor Mr. Mudie, he no doubt comforted himself with the good saying of Thomas à Kempis, 'If thou wilt receive profit, read with humility, simplicity and faith, and seek not at any time the fame of being learned.'"

Perhaps among the Victorian novelists George Eliot was the one for whom Mudie did most. When she had a new book coming out, her publisher waited on him early to learn his desires. Say three thousand copies of "Silas Marner," which, please remember, was in the old three-volume form, at a guinea and a half! Mudie took the three thousand and if, years later, the library ordered rather more copies of Hall Caine's "Christian"—well, that was another story in every way. Beaconsfield's "Endymion" was good for three thousand copies in advance from New Oxford Street. But, fact being even

better than fiction, the number taken of David Livingstone's "Travels in South Africa" was 3,500.

The average person associates the novel, it only, with the circulating library, and there makes a mistake. True, the story is by far the most popular kind of reading. Why, when a company of rats once got into Mudie's "catacombs," it was novels they ate, and one of them had the appropriate title, "Love Among the Ruins." When a batch of "Mudie boxes" were wrecked with a ship, they were full of novels. So well made were those boxes that the novels came out of them smiling and unhurt. Novels have been "all the go" all the time, thanks in particular to the circumstance that many women read nothing else. But the shelves of Mudies are laden with the literature of fact besides fiction, and a biography, let us say, reads far longer than a novel of our time.

Has any story by Charles Reade, or Wilkie Collins, of Mrs. Henry Wood, all great figures in the annals of Mudie, had as many readers as Darwin's "Origin of Species"? The great streams of thought which marked the Victorian epoch gathered, as it were, in a sea of print at Mudies. Darwin and Huxley, Russel Wallace and Tyndall, had free sailing in it, just like the forgotten Mr. Draper, of the same battle royal. Social reform was whistled along New Oxford Street in William Morris's "Dream of John Ball," and "News from Nowhere." There, also, could be heard the rebel note of Mrs. Lynn Lynton, earliest and gentlest of "women righters." Even Whistler's waspish "Gentle Art of Making Enemies" was given a full course, and he, vain creature as he was, looked in now and then to ask how the book was doing.

We all need some sense of humour if we are to get through the world pretty easily, and Mudies has its gift in that regard. Often the humour has come from the outside, in the form of queer requests for books, but that has not made it the less welcome. Somebody wanted "Harry Stottell's Works," somebody else Dickens' "Uncomical Traveller," a third person "A Dam Bee, by Gelliott," which request has to be puzzled out before you can laugh. "Bath Under Bone Ash" needs no comment, and Blackmore's "Alsace-Lorraine" was only a blunder for his story "Alice Lorraine."

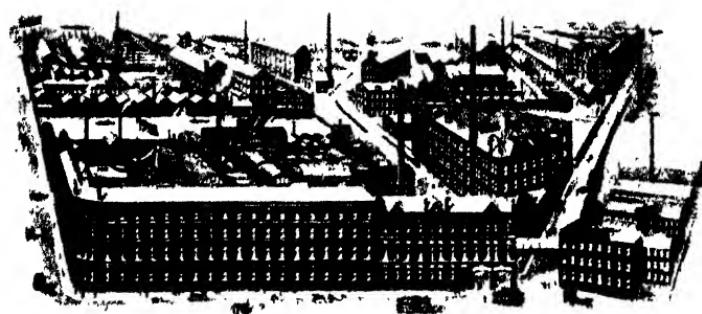
But the man who sought George Gissing's "New Grub Street" and called it "Paternoster Row" was

committing a grave libel. Much more choice is the humour of the literary innocent abroad who wrote: "If you haven't anything recent by Julius Cæsar, give me something about him." Surely!

During his lengthened régime at New Oxford Street Mr. Mudie was brought into contact with "all sorts and conditions of men." As a retiring man, he did not covet mixed society, though fashionable doors were open to him, but to the many who came to the library, and considered they had a claim upon him, his urbanity was unfailing. Both before and after the business was turned into a limited liability company—of which himself and family were the chief shareholders—his house in Russell Square was hospitably opened to his many friends and to members of the professions, literary and artistic. Subsequently, in the comparative seclusion of his mansion at Muswell Hill, these demands on his time were less frequent, and he was able to enjoy such simple relaxations as he affected, including a game of chess. But before leaving that charming residence the shadows began to fall, his capacity for business diminished, and he experienced more keenly than ever the blessedness of a happy and united family, though feeling more acutely the loss of his eldest son, Charles, who had been his right hand at Oxford Street.

Gone are the days of the guinea-and-a-half three-volume novel; gone are the carriages and crinolines of Victorian days. But Mudies still goes on, maintaining its old traditions and its old supremacy in the book world with a Mudie still at the helm.

HUNTLEY & PALMERS



THE OLD AND THE NEW

HUNTLEY & PALMERS

JUST as some towns, such as Sheffield, are indissolubly identified with their leading industry, so are other towns known throughout the world by virtue of some one outstanding business enterprise whose products have achieved a reputation and sale throughout the world. Moreover, the growth of such towns has kept pace with and has been, to a large extent, dependent upon the individual business. Such a town is Reading.

The commencement of the reign of Queen Victoria found Reading a comparatively sleepy town of some 17,000 inhabitants, shorn of its former glory when the Danes brought their ships up the Thames to the Kennett, making it the base of their operations; its abbey, founded by Henry I, in which Parliament had often assembled, destroyed by Cromwell; it was in 1841 little more than a market town to which the neighbouring farmers brought their produce.

As the Great Western train steams into Reading Station to-day the traveller sees a huge series of red factory buildings dominating a town of nearly 100,000 inhabitants, a prosperous city with a university, two town halls, art gallery, museum, library, and all the evidences of civic and business progress; and if he made investigation would find an equally happy and prosperous surrounding agricultural community largely dependent upon Reading for its success.

The last century's story of Reading is a romance—the romance of the biscuit firm of Huntley & Palmer.

To Reading came in 1841 an ambitious and determined young man, George Palmer by name, who, to the knowledge of milling and baking which he had acquired, added the genius of the born mechanical engineer.

Associating himself with Mr. Thomas Huntley, who had been established in Reading since 1826 as a confectioner, he promptly transformed the business by the introduction of machinery, with which he commenced to

produce those delightful biscuits which will ever remain associated with the name of Huntley & Palmers and of Reading. In the short space of ten years they had achieved such distinction that in 1851, at the First International Exhibition, associated for ever with the memory of the illustrious Prince Consort, they received the honour of a bronze medal, the highest award to the biscuit trade.

The public liking for their dainty delicacies continued to grow apace, and more assistance in the direction of the business became necessary. Mr. Samuel Palmer and Mr. William I. Palmer joined the firm, the former concentrating his energies mainly upon the London house, which the growth of the business had rendered necessary.

Mr. Huntley died in 1857, but the three brothers, George, Samuel, and William I. Palmer, proved themselves masters of the situation, and, by well considered division of duties, sent the prosperity of the firm up by leaps and bounds, earning the highest awards made to any British biscuit house at every exhibition.

The culminating point seemed to have been reached when the great Paris Exhibition of 1878 found them employing nearly 3,000 people. Their goods had already found favour abroad as well as at home, and the International Jury awarded them the highest distinction in their power, viz., the "Grand Prize," accompanied by the following striking testimony of merit: "Unrivalled house, known throughout the world for its enormous production and for the excellent quality of its manufactures."

Exhibition succeeded exhibition in different parts of the world, and each one found Huntley & Palmers ever foremost. Twice did the National Academy of Agriculture, Manufactures and Commerce, in Paris, bestow upon the Reading firm its Diploma of Honour; and at the last great Paris Exhibition in 1900, the extraordinary distinction of two "Grand Prizes" was conferred upon them, the Jury expressing its convictions in the following words: "This firm has not ceased to progress either in the extension of its business or in the excellence of its manufactures."

The consumption of the materials required for the output of the biscuit factory runs into figures with which the brain is almost bewildered.



The factory buildings, railway lines, etc., cover a ground exceeding 24 acres; but as some of the buildings are of four storeys, the floor space occupied in the manufacturing, packing, etc.; amounts to more than 36 acres in all.

Quite a long line of railway traverses the factory, and the firm's own locomotives perform the traction which is required to take their goods from the packing rooms to the main lines of the Great Western and Southern Railways. The carriage of coal and materials inwards, and of cakes and biscuits outwards, furnishes loads for more than 62,000 railway trucks each year, notwithstanding the fact that huge quantities of flour are delivered by road from mills in the immediate neighbourhood. In addition to the railway, there are about 12 miles of narrow gauge tram-lines within the works.

The feature which makes the greatest impression upon visitors is the absolute cleanliness which characterizes all the operations inside the factory, and few experiences could be more appetizing than an inspection of the various processes to which, under the leadership of experienced guides, privileged visitors are admitted by the courtesy of the Directors.

What, however, cannot be realized by the average visitor is the minute and scrupulous care exercised in every department in order that none but the purest and best ingredients may be employed, and that all the biscuits and cakes which leave the factory may reflect credit on their makers, not only upon the score of quality, but also of their regularity in manufacture and perfect evenness in baking.

A little army of sorters is employed in picking out, rejecting, and breaking up goods, which to the eye of the uninitiated, would certainly pass muster as being thoroughly creditable biscuits; and of such broken biscuits, about three tons are distributed gratuitously to the workpeople every Saturday, neatly put up in paper bags.

All the ingredients, too, have to pass the searching scrutiny of experts in each branch, and the infinite pains which are taken in the cleaning of such articles as sultanas, currants, etc., not to mention the very thorough care bestowed upon flour, sugar, butter, and so forth, and the testing of all the millions of eggs which are used

yearly, would astonish even the most careful housewife. These thorough precautions, however, although they naturally add largely to the cost of manufacture, have placed the firm of Huntley & Palmers upon the high pinnacle of reputation for quality which they enjoy wherever biscuits are known and used.

The generation of the founders of the business has passed away, but the memory of their good deeds, and of the benefits which they conferred upon the town of their adoption, remains very fresh in the minds of the inhabitants.

A statue of Mr. George Palmer stands in the principal street, and there are countless indications through the town of the magnitude of their efforts to promote the welfare of the people of Reading.

The numerous benefactions of the Palmer family to the Royal Berkshire Hospital, Reading University, the Royal College of Music, and to the facilities for recreation and sport within the Borough, notably the Palmer Park, and the Town Recreation Ground in King's Meadows, have been of a very munificent character, and would fill many pages of interesting reading, and upon two members of the family their grateful fellow townspeople have conferred the Freedom of the Borough. In addition, the fine old Berkshire County Cricket Ground at the west end of the town is reserved for the exclusive use of the employees of Huntley & Palmers in all forms of winter and summer sports.

Whilst young blood and young brains are well to the front, the Directors, nevertheless, maintain an attitude of great consideration for those who have completed a lengthy term of service. At pretty frequent intervals the Directors have occasion for interesting little functions at which they make presentations to men who have completed fifty years of service with them, and the pensions that they grant to meritorious servants whose days of active work are over amount to several thousands of pounds per annum.

Naturally, great attention is paid to the prevention of fire, and to the maintenance of an up-to-date equipment for grappling with such a calamity if it should occur. A vigorous fire brigade of over a hundred men is recruited from every department, so that throughout these vast buildings there are in every direction men trained to take



the lead in case of an accident. Fire drills are frequent; appliances for grappling promptly with trouble are visible throughout the works, and utilizing the River Kennett, which flows between the factories, crossed by many covered bridges, the Directors have acquired a powerful motor fire float, which was the first of its kind in the world.

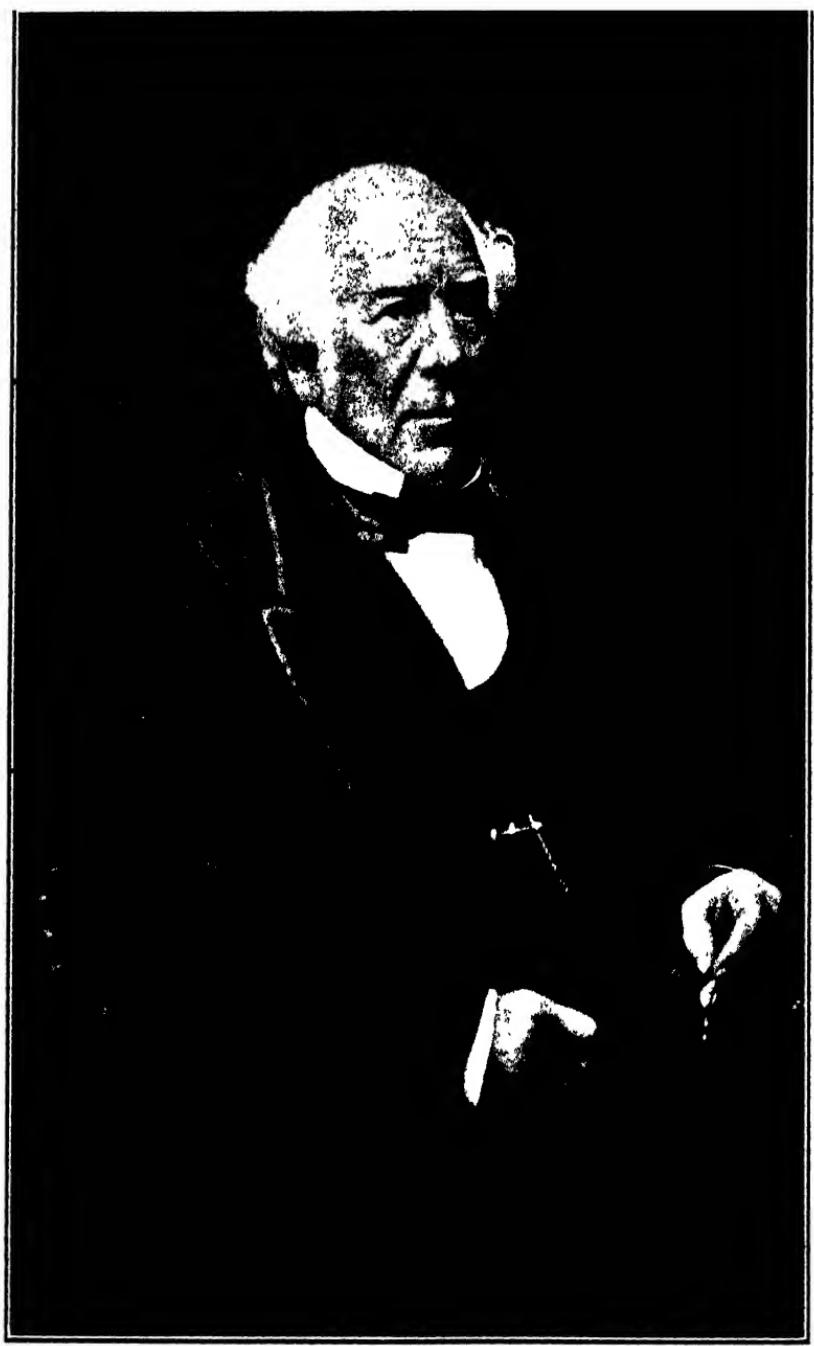
The Engineering Department, which is one of great magnitude, for the Directors of Huntley & Palmers Ltd. make in their own works practically the whole of the machinery which they require, and a visit to the engineering side reveals a magnitude of operations, and an instance of modern methods which would do credit to many a firm concerned with engineering alone.

Under the Engineering Department is also included practically every known trade. Bricklayers, masons, joiners, carpenters, painters, plumbers, wire-workers, tin-smiths, case-makers, etc., go to make up an Engineering Staff of more than a thousand men; and the long lanes of stacks of timber required for case-making are not the least imposing feature of this remarkable establishment.

The Book of Honour, which is kept in the Visitors' Office, contains the signatures of many men and women who have made their mark upon the history of the last half-century; foremost, of course, are noticed those of Their Majesties, King George V and Queen Mary, who, following the example of Her late Majesty Queen Victoria and His late Majesty King Edward VII, have graciously conferred upon Huntley & Palmers the Warrant of Purveyors to the Royal Household.

Many other princes, princesses and statesmen, as well as the late President Grant, the Empress Eugenie, potentates from Asia and Africa, and some of the enlightened builders-up of the new Japanese political system, have from time to time visited the factory, and expressed delight at all they saw. To many of these and to most of the ruling Royal families in the world, the firm of Huntley & Palmers hold the Court appointment as purveyors. It is not without reason that the *Daily Telegraph* described Huntley & Palmers as "the Seventh Wonder of the Commercial World."

SCHWEPPES



MR. JOHN KEMP-WELCH
(THE ORIGINAL PURCHASER OF " SCHWEPPES ")

SCHWEPPES

IN London there is a house close by the site where once stood Tyburn Tree; a house which has undergone many changes, and which could no doubt tell many a romantic story. In this house important events have probably taken place, for among its past occupiers may be numbered the great politician and statesman, Lord Randolph Churchill. There are many beautiful rooms in the mansion, including a magnificent ballroom, but the various chambers have ceased to serve their original purpose, and now constitute the headquarters of a business which has been established for many years. Messrs. Schweppes Ltd., being a firm of old foundation, is very rightly housed in a locality redolent of historical, if perhaps tragic, associations. The mind, in dwelling for a moment upon some of the calamities which have occurred at Tyburn, receives an impression of the great changes which have occurred since this locality was a fashionable but gruesome resort. The crowd which assembled at this spot to relish a ghastly entertainment would scarcely imagine that a huge enterprise would one day occupy a place in the immediate precincts—an undertaking devoted to the manufacture and distribution of a series of delightful beverages, the like of which was undreamt of in those far-off days. The unhappy prisoner on his last journey from the Tower to Tyburn was given his last earthly drink en route, and with special ceremony, at a wayside hostelry. It was of a very different quality, however, from those refreshing liquids, the manufacture of which is controlled by Messrs. Schweppes from Marble Arch House, situated almost on the site of the "Tree," where it is estimated that 50,000 persons met their doom.

The remarkable development in the manufacture and use of mineral waters since the time when soda water was first invented over a century ago is one of the romances of modern business. The extent to which mineral waters are now used has far exceeded the progress imagined by

the original pioneers of the industry. From being looked upon as a novel innovation of medicinal character, soda water and its allied aerated waters are now a necessity to the public. Among the various firms who constitute the leading houses in the mineral-water industry the name of Schweppes stands for refinement and purity. They are, and have been for over a century, the leaders in the manufacture of pure and invigorating products, and at the present time they represent throughout their organization all that is best in the production of commodities which contribute in a very large measure to the health and comfort of an ever-increasing section of the community.

The house of Schweppes Ltd. was founded originally by Jacob Schweppe, a Swiss, who, having been in partnership with two of his fellow-countrymen at Geneva as artificial mineral-water manufacturers from the year 1790, crossed over in 1794 to London to set up similar business for himself. The first establishment was actually commenced at Bristol, the process of manufacture being similar to that in operation at the present time, except that with the march of science various modifications and improvements have been introduced. Schweppe's products attracted great attention from the medical profession in England, and his business increased so rapidly that he took into partnership by deed, dated May 14th, 1798, three Englishmen, the firm adopting the title of J. Schweppe & Co. Jacob Schweppe retired from active management in 1799, but the partnership was carried on by the Englishmen for many years, and the name of the firm became identified with the excellence and purity of the waters supplied.

It is interesting to recall that in those early days soda water was a novelty, in fact the authorities treated it as a patent medicine, and imposed an excise duty of 3d. on every bottle manufactured by Schweppe.

The only medium of distribution to the public at this time was, therefore, the chemist, who received his supply of soda water with the duty stamp fixed over the cork after the fashion of a proprietary medicine.

When the duty was removed, the stamp gave way to a paper strap of similar design, which was familiar to the public for many years as a seal over the old-fashioned cork. Since the advent of the patent metal crown cork its use has been discontinued.

In 1834 the business was acquired by a grandfather of Mr. Brian Kemp-Welch, the present managing director, and on the formation of a public company in 1897 the whole of the capital was taken up in England, and the name altered to Schweppes Ltd. All the directors of the company are, and have always been, Englishmen, who have held or are holding important public positions; all the employees of the firm are British, and the whole of the productions are manufactured exclusively in Great Britain and Australia. A conversation with some of the firm's employees soon reveals the high tradition which permeates the business, and there is much evidence of that individual pride which is characteristic of an old-established English commercial enterprise. The firm was granted its first Royal Warrant in 1836 by the Duchess of Kent, mother of Queen Victoria, and Royal Warrants have been successively granted by Queen Victoria, the late King Edward, His Majesty the King, His Royal Highness the Prince of Wales, and His Majesty the King of Spain.

The firm's factories are situated in London, Liverpool, Leeds, Glasgow, Bristol, Plymouth, Southampton, Colwall Springs, Brighton, Cardiff, Bridge of Earn, and at Sydney and Melbourne in Australia. The factory at Colwall Springs, on the western side of the Malvern Hills, produces the famous Malvern Waters. The springs, which give a copious supply, are 853 feet above sea-level. At Bridge of Earn, near Perth, the company have acquired the ancient mineral springs which have been famous from time immemorial, the natural properties of the Pitkeathly waters being of inestimable value in the treatment of gout and rheumatism.

A visit to one of the company's mineral-water manufacturers is an education in itself, and a few remarks relative to the organization, equipment, and management are of exceptional interest. The factory in London was built in 1913, and is constructed principally of reinforced concrete, which renders the building fire-proof. A complete system of automatic water-sprinklers for fire extinguishing is fitted throughout, and the whole structure is equipped with every modern appliance necessary to the manufacture of pure and refined products. In the basement are situated shops for repairing crates, and near by is a refrigerating plant and hydraulic power plant for operating the battery of lifts which serves all floors of the

building. In a separate chamber of the basement are the pumps which draw water from an artesian well 500 feet deep, the water being delivered into three tanks, each 7,000 gallons capacity, and lined throughout with white glazed tiles. The water, which is crystal clear, is pumped from the well at a temperature of 50 degrees. From the tanks it is elevated by a separate battery of pumps to filters on the highest floor of the building, whence it gravitates to the different points where its use is required in the factory. The whole of the mineral waters sent out from the Vauxhall works are made exclusively from this pure spring water.

The remaining and largest portion of the basement is devoted to the empty-bottle storage, with a capacity of 70,000 dozen bottles, which are delivered from vans to the cellars on a roller runway.

From the basement the bottles are raised to the ground-floor level, and are here passed through the first washing process, consisting of a machine which contains a solution of hot water and caustic soda. The bottles, after being thoroughly saturated, are shot automatically into a trough containing warm water, and here the caustic solution is rinsed away. A third washing process is now introduced, in which a jet is inserted in the neck of the bottle, and the inside thoroughly sprayed for several minutes. This operation is accomplished by placing the bottles around the edge of a large wheel fitted with water jets. As the wheel slowly revolves bottles are fitted on to the nozzles, and on completing the circuit are thoroughly cleansed. The bottles are now ready for refilling, and this is carried out by machinery, as is also the labelling.

The machines for refilling and corking the bottles are controlled by girls, and the operation is automatic, simple, and rapid. Danger from breakages and flying glass is practically non-existent, owing to the special safety devices adopted. In the early days, before machinery was introduced, bottles were entirely filled and corked by hand, the latter being rather a dangerous occupation. The liquor, not being so easily controlled as it is to-day, became rather gassy, and much difficulty was experienced in inserting the corks into the necks of the bottles. When this was accomplished the bottles were handed by the filler to the "corker," who drove the corks home by means of a mallet. Bursts often occurred, and accidents from

splinters of glass were not infrequent. The wonderful progress made since that period can only be fully appreciated by a peep into the bottling room at one of Schweppes' factories.

The process from start to finish is productive of the utmost cleanliness, as none of the material which enters the bottles is touched by hand, and the machines themselves are obviously maintained in perfect condition, a special engineers' fitting shop being provided on this floor for the purpose of carrying out repairs. A prominent feature of the ground floor is the plant for the manufacture of the carbonic acid gas, the ingredient which imparts the "fizz" to the mineral waters and syphons. The machine in which the spring water is impregnated with gas is a most interesting device, a prominent feature being three large glass spheres where the water can be seen swishing, bubbling, and splashing in a most inviting and fascinating manner. Adjoining the ground-floor mineral-water and syphon manufactory is the loading bank, where the cases containing bottles of all kinds are loaded into the company's motors and horse vans for distribution in and around the metropolis. The loading bank is served from all floors by the hydraulic lifts previously referred to.

A large stock of mineral waters is retained on the first floor of the factory, and the bottles being brought up from the ground floor are here placed into machines, which by a single operation fix the requisite labels. A large section of the products handled on this floor are the small bottles of soda water known as Schweplets, which are the particular delight of those who enjoy a good whisky and soda.

Within recent years considerable attention has been given to the manufacture of Devonshire ciders, for which purpose the company have their own orchards in the "West Country," the apples being specially grown for their cyder-making properties. The sparkling cyder "Pomola" is made on the same principle as champagne, and cydrade is a non-alcoholic cyder.

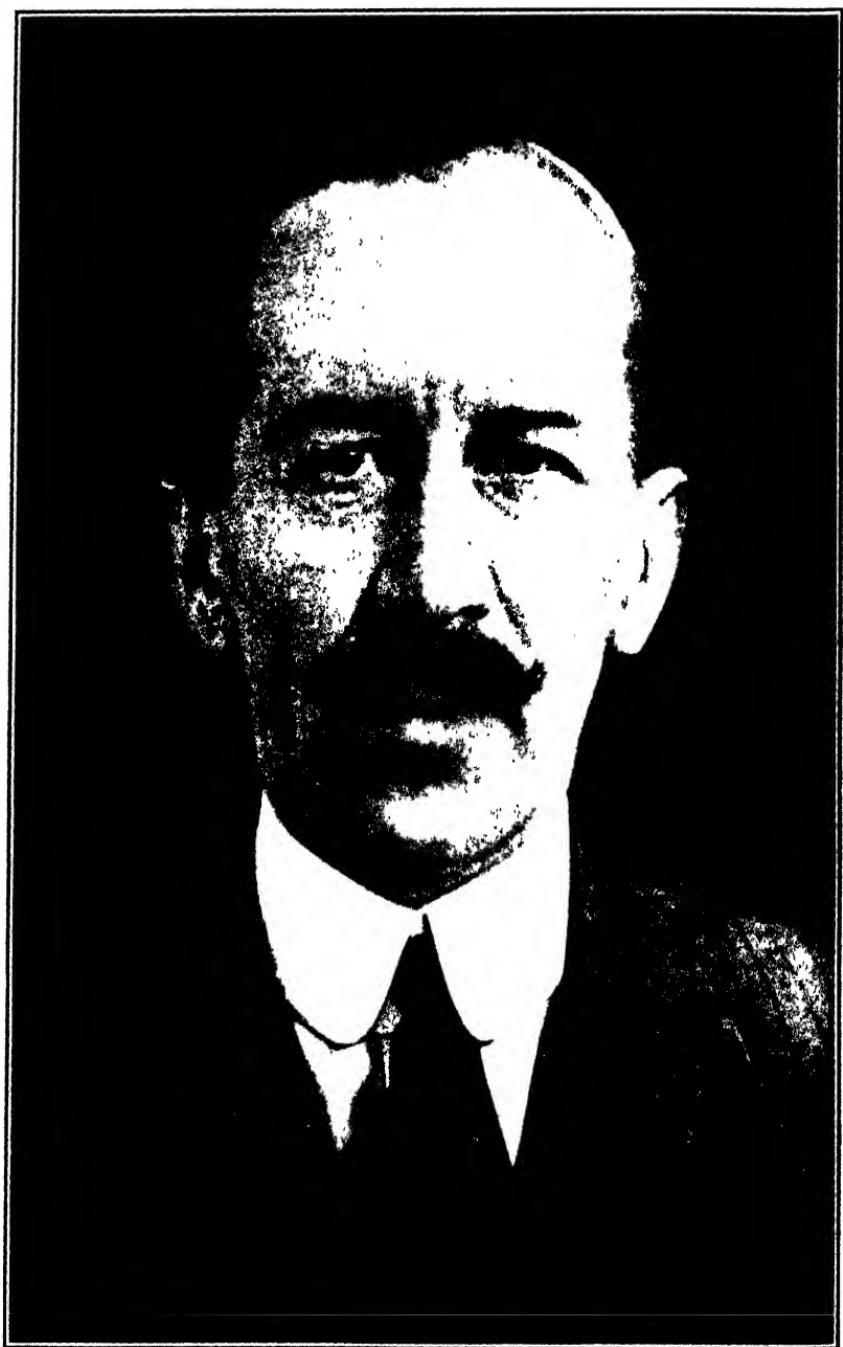
A particularly interesting feature of the first floor is the department allocated to the manufacture of the syrups which are used in the flavouring of mineral waters. Here are rich essences of ginger, lemon, and other delicious syrups, all extracted in the works from the natural fruits. The syrups are delivered through glass tubes to the

bottling section on the ground floor, to which allusion has been made.

On the next floor are large tanks with filters for mixing potass water, seltzer water, and other waters of this nature, which are delivered through pipes of block tin to the ground floor for bottling. On this floor are also large stocks of lime juice cordials, such as lemon squash and lemon syrup. All cordials are manufactured from the juice and pulp of the natural fruit. The preparation takes place during the time when the lemons and oranges are in season, and immense quantities are stored away ready for consumption when the hot summer weather makes the use of these cordials specially attractive. Another item of interest here is the large quantities of British wines maturing before being sent out to the consumer. A few remarks concerning these wines will be of particular interest.

The existence of British wines of the quality made by Messrs. Schweppes Ltd. is not as generally known to the public as it might be. Many people have had during the course of their experience a taste of home-made wines, such as the good housewife used to make when the preparation of simples, cordials, and wines was a more popular part of the domestic curriculum than it is to-day. The invigorating and refreshing effects of those old-fashioned wines cannot be disputed, and it would seem unfortunate if such a characteristically British production should be allowed to lapse into oblivion. Messrs. Schweppes realized this fact as long ago as 1910, and commenced the manufacture of such wines as green ginger, orange, raisin, black currant, raspberry, cowslip, elderberry, clove cordial, and other delectable beverages.

The wines are manufactured entirely from the natural materials; the raisin wine, for instance, is not merely a quantity of alcoholic liquid with a concoction of some kind of chemical flavouring resembling raisins, but it is a full-bodied and generous liquor of a delightfully fruity flavour, brewed from the finest Valencia raisins, a large stock of which are kept in hand for the purpose. All the other wines are equally rich and pleasant to the palate, and are undoubtedly much superior to many of the foreign wines which are imported into this country, and which find favour with a section of the public, who still persist in paying tribute to anything, so long as it possesses a



MR. BRIAN KEMP-WELCH.
(THE PRESENT MANAGING DIRECTOR)

foreign and un-British element. The British wines supplied by Schweppes are unique in their flavour and richness. Too much emphasis cannot be laid on this section of Messrs. Schweppes' products, the portion of their factory devoted to the production of these British wines impresses the mind of the observer with the possibilities of development in this particular direction. The full benefit may be summed up in the fact that a bottle of wine, generous without being spirity, rich, and of full fruity flavour, equal to a good Burgundy or port, can be purchased at any reliable wine merchants for the very modest sum of 2s. to 3s.

Before completing these descriptive notes relative to the factory, it is interesting to note that on the top floor the process of preparing the cordials takes place. In the summer months there is not much work being done in this direction, but a very animated scene can readily be visualized on an inspection of the appliances for dealing with the fruits which go to the making of orange and lemon squash. It cannot be emphasized too much that these cordials are the actual juices and the pulp of the finest selected fruits, and are carefully prepared in the same manner as all the other products of the company. On the same floor the process of refining lime juice is also undertaken, a tremendous quantity of the crude juice being imported in casks, and after passing through a refining process reaching the consumer either as a cordial or as pure unsweetened juice. There are two vats on this floor for the reception of lime juice, each of which has a capacity of 2,000 gallons, and these figures give some slight idea of the amount handled by Messrs. Schweppes. In other portions of the factory are stores of pure cane sugar, the only sweetening substance used in the manufacture. There is also a room where the wines are fermented before being laid down to mature; staff workrooms where the girls are able to rest at intervals, during the course of the day's work, and where they may take refreshment at stated times in between the usual meal times. The impression created by a visit to one of Messrs. Schweppes' factories is one of efficiency and dispatch. Everything is accomplished in a direct and smooth manner which speaks volumes for the business and technical organization controlling the business. There is no hitch in the procedure between the time when empty bottles are received until

they are refilled and sent to the consumer. It would be considered by those in charge, many of whom have been in the service of the firm for a life-time, to be a most disastrous event if any hitch were to occur in the smooth running of a system to which they have devoted much care and attention in bringing to a state of perfection which cannot be excelled, and probably not equalled, in any other factory in the industry.

A great feature of the Vauxhall factory is the stables. There are few places in London in these days of motor traction that can reveal such a spectacle. There are over 100 horses in Messrs. Schweppes' stables, and among them are some of the most splendid animals employed on industrial work to be seen in the metropolis. Many of the horses have gained prizes at the leading shows, a fine pair being recently awarded a prominent distinction at Olympia. At most of the shows around London a considerable number of horses are exhibited, and at the grand Horse Parade held annually in Regent's Park fourteen first prizes have been taken by Schweppes. The appearance of the animals and the general condition of the stables is a pleasing sight, especially to the lover of horses, who cares for nothing better than to see fine animals treated with care, no matter in what capacity they are employed.

The smart appearance of the horses, which are a distinct feature of Schweppes' service, is reflected in their delivery vans—a familiar sight in London and in the leading provincial centres—with their attractive name boards painted in bright colours. Vans and horses are a splendid advertisement for the firm, which has been prominent for many years in its artistic advertising. The publicity department is obviously in no respect the least important branch of the service, as is evidenced in the attractive and delightful methods which are introduced from time to time in presenting the firm's specialities to an appreciative public. The particular talent in this section is revealed in many famous posters by well-known artists, as well as in a variety of other directions, and is undoubtedly as valuable to the customer as to an organization whose watchwords are quality and efficiency.

BRYMAY



MR WILLIAM BRYANT AND HIS SONS



BRYMAY

It is hard for the present generation to realize that there are people living to-day who were born before any kind of friction matches were made, and that it is less than a hundred years ago since John Walker, of Stockton-on-Tees, invented the first match for which he charged 1s. per 100, with an addition of 2d. for the tin box which contained them. In each box was a piece of sand-paper, which had to be doubled over the head of the match and nipped tightly while the match was drawn out forcibly; for his "friction-lights" were well named, in that they needed a great deal of friction to light them. On the 7th April, 1827, Walker sold his thirtieth box, as recorded in his still existing day-book, the sale of the preceding twenty-nine boxes having gone unrecorded. Thereafter, the sale of the boxes is noted frequently. Their sale was mainly local; but reports of Walker's discovery soon spread abroad and, before long (Walker having refused to cover it by patent), others were making and selling similar matches both in Britain and on the Continent.

Walker's "friction-lights" contained no phosphorus. It was not long, however, before phosphoric matches, igniting much more easily than his, were placed upon the market. Such were in use at least as early as 1832, and they were becoming common by 1834, when "Lucifers," "Congreves," and other forms were being extensively sold in England, to be followed later by "Fuzees," "Vesuvians," "Safeties," and a host of other kinds; while similar matches were made and sold largely under different names on the Continent.

About this time two young Plymouth quakers who had been in business in that city for about three years as successors to Bryant & James, manufacturers of blacking, came to London, and in 1841 started business at 133 Tooley Street, as "Manufacturers of India-Rubber Oil Blacking," incidentally dealing in matches and other lines. The two young men were William Bryant and

Francis May. The partnership, however, does not appear to have been a happy one. Bryant was much too progressive for the other partner, and after four years, instead of quarrelling they, in true Quaker fashion, agreed to differ, and the partnership was dissolved. The name of the firm, however, remained unchanged, and to-day the name of May still shares in the glory achieved by his more enterprising partner who, with his four sons, continued and developed the business, the oldest son becoming Chairman of the company in 1884, and continuing until he died in 1906. Two other brothers died previous to 1890, while a third retired, and the business, now an important company with some thousands of shareholders, has lost the former family aspect.

Whatever lack of romance there may be in these early beginnings is, however, amply compensated for in the developments of this great industry. The serious objection to the use of ordinary white or yellow phosphorus in match-making was overcome by the discovery and use of a compound called Sesqui Sulphide of Phosphorus, which patent was purchased and perfected by Bryant & May more than twenty years ago, and subsequently given at a nominal charge to other makers of matches so that the Government might prohibit the use of yellow or white phosphorus. The prohibition has now become general throughout the world. It was in 1861 that Mr. Bryant first began to make "Safeties" on a large scale.

To-day the business employs over 4,000 men and women, has its own forests, and even grows its own trees from seed, has its own saw-mills, and has some of the most wonderful automatic machinery in the world.

Perhaps the following brief story of the making of a match compiled from an illustrated brochure published by the company may continue the romance. The trees having been cut into lengths of about 30 inches, the log is gripped at both ends and placed on the peeling or veneering machine. The log is made to revolve, and as it does so, long thin veneers of wood are peeled off until the assistants can take hold of them as seen in the picture. If you will measure these veneers you will find that they are just the thickness of a match. Now we will see how match-splints are made from these long flat strips.

The veneers are piled up, one on top of the other,

one end of the layers being fed into the machine containing a guillotine knife. One stroke of the guillotine cuts through all these layers at once. At every stroke of the knife the pile of layers is moved forward just the thickness of the match, ready for the next cut. This cut would only result in one long match over a foot in length from each veneer were it not for smaller knives which cut it transversely into match lengths. That is to say, one stroke of the knife is productive of something like eight times the number of veneers that are being cut at a time (about seventy). One of these machines, therefore, turns out 56,000 splints a minute.

The match-splints are conveyed in drums to great tanks, where they are boiled for five minutes in the impregnating solution. This prevents the wood from breaking off and "glowing" when it is burnt. For the next two hours they are rolled round and round the drums, polishing and drying themselves, and they are then blown helter-skelter up large pipes and on to screens.

The screens vibrate vigorously as if they had an attack of St. Vitus's dance. Not only does this action accomplish the collecting of the matches so that they all lie the same way and can be stacked evenly, but the vibration shakes out any pieces or broken ends and allows only perfect splints to be collected.

You have now been brought to the top of the factory and are in the match-room. At first sight you will have the impression that there are a great many wheels doing a great many things, the meaning of which is not at all clear. A closer view of one of the machines shows you that these serpentine coils are really slowly-moving flexible metal bands studded with holes into which the match-splints have been punched mechanically until they make it resemble the fretful porcupine.

Now to get their heads. The serpentine coil of plain splints travels slowly up and down. At one point in their journey the splints pass through a bath of paraffin wax so that they may afterwards burn readily when their heads are struck. They then pass over a roller covered with the igniting composition and pick up their heads uniformly.

Naturally the solution is wet. It must be dried and dried quickly. So after their bath the matches travel up and down on the serpentine coils, drying their heads,

while fans in between the coils do all they can to assist them.

When the matches have completed their 400 feet tour and have arrived back at their starting place, as it were, they are punched out of their holes and drop automatically into steel slots the size of match boxes which are travelling by in readiness for them. These slots are continually vibrating as they travel so as to shake the matches as close together as possible.

The matches travel along in their slots shaking themselves into comfortable and compact positions, and the empty boxes are fed to them in order to effect the necessary exchange. The cover and drawer of the box are pushed asunder mechanically. The drawer of each box receives its full quota of matches from the slot; and, as it travels along down the line, its cover is again gently pushed over it, making a complete box of matches.

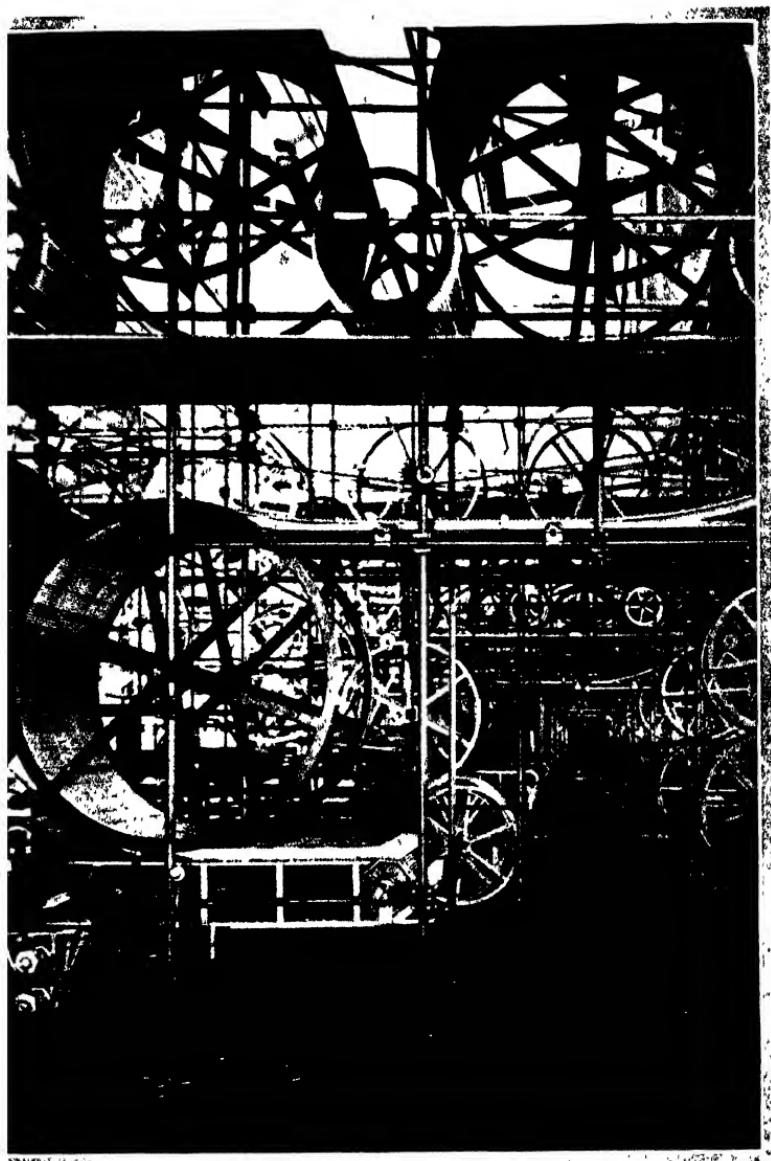
But before the box actually closes, the human element comes in. It is essential that every box should be packed tightly but not too tightly. Just before the boxes are finally closed, therefore, they have to submit to the scrutiny of assistants who, sitting over them in inexorable judgment, detect at once any irregularity, and any imperfect box is whipped out at once.

The boxes are made by automatic machines, the striking composition is put on automatically and the boxes are then ready to be packed.

No sooner do the completed boxes emerge from the tunnel than a machine picks them up in dozens, and wraps them up with more than human facility.

Of all the machines in the factory, probably this is the one that appeals to the visitor most. You want to stop and watch it for ever! Most people do when they first see it; it is so intensely human. A dozen boxes are picked up and deposited neatly in the middle of the wrapper. The arms of the machine fold the paper over, tuck down the edges and neatly tip them up. The packages then travel along and are transferred to a labelling machine, which attaches the covering labels at the rate of sixty per minute.

A dozen of these packets are then made up by hand into large packets of a gross of boxes, labelled with the well-known name. The gross packets are then cased, the cases being nailed together automatically by a nailing



THE MATCH ROOM
WHERE MATCHES GET THEIR "HEADS" AND ARE
DRIED AND BOXED

To face page 205

machine. They then go to the warehouse to await distribution.

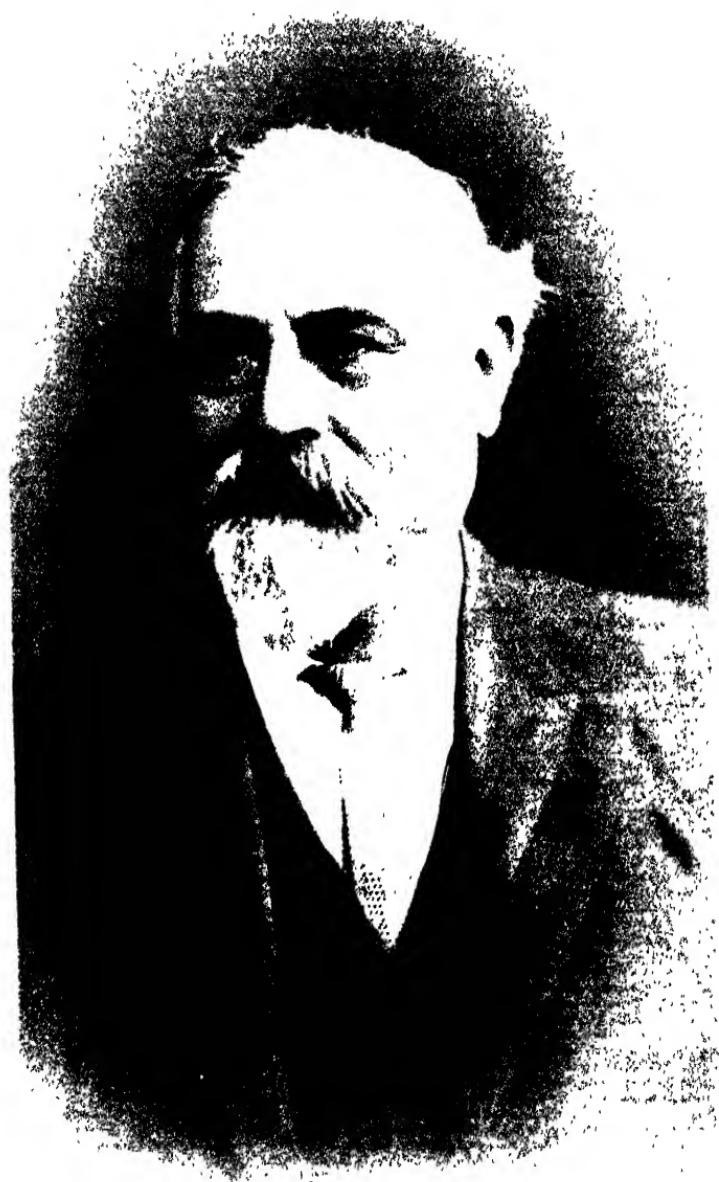
Here is your box of matches then, made from the log you saw in the yard when you came in.

We have seen the word "waste" looking out of the corner of your eye many times during the tour. Only your belief that such an organization could never countenance such waste has kept you from exclaiming about it before.

Your confidence is not misplaced. There isn't any waste. Paradoxically, the entire plant of our factory is run on the waste. All the waste—bark from the logs, preliminary peelings, log centres which cannot be peeled, broken "skillets" and matches—is conveyed to the producer house and from it is obtained "Producer Gas" just as coal gas is obtained from coal. The whole of the power required to run the Fairfield and Diamond Works is obtained in this way from the waste. They say in Chicago that they can utilize every part of the pig but the squeak. Fortunately wood does not even have a squeak to utilize or waste; and even if it did, we are quite sure that some ingenious person at the factory would adapt it to some good purpose—if only to run the factory hooter.

There is no time to tell of the great factory at Bow, and the subsidiary works at Glasgow and Liverpool—or of the factories in Brazil, New Zealand, Canada, and Australia. An entire chapter could well be devoted to the social activities of the great business, its co-partnership scheme, and its welfare arrangements. The romance of Bryant & May is the romance of the Match Industry, and we must be content to leave it at that.

GLAXO



THE LATE MR. J. E. NATHAN
(FOUNDER OF JOSEPH NATHAN & CO. LTD.)

To face page 20

GLAXO

IT is just eighty-five years since the British treaty with the natives added New Zealand to the British Empire, and opened the way for the settlement of the country. During the next twenty years a number of ambitious and enterprising young Englishmen sought their fortunes in the new possession, and by 1857 Wellington, the seat of Government, had a population of about 4,000.

Among those early settlers was Joseph Edward Nathan, a man who, at that time, possessed little of the world's goods, but was endowed with boundless energy and wide vision. He was quick to see in those early days that New Zealand was a land of great possibilities, and he made the most of the opportunities that offered themselves.

Mr. Nathan was engaged in a general merchant's business. This was no light task in these early days, where the means of transport was very primitive. There were no railways, few roads, and fewer bridges. Money was scarce, and business was done to a great extent on the lines of barter, the early settlers supplying the produce of the land in return for the commodities of life and the necessaries for the improvement of their lands, such as seeds, farming instruments, and the like.

Mr. Nathan was one of the prime movers in all that made for the progress and development of his new home. He assisted in establishing the Wellington Gas Works, which became one of the most successful of such concerns in the Dominion. He was also one of the pioneers, and the first Chairman of the Wellington & Manawatu Railway Co. Ltd., which linked up Wellington with Palmerston North at Longburn Junction.

Under private ownership this was a remarkably successful venture, and it was eventually taken over by the Government.

Mr. Nathan had a large family—seven sons and four daughters. Five of the sons eventually joined him in his business, which was turned into a family company

in 1899. Two of the younger sons took up land and went in for the national industry of the country—farming.

About 1903-4 patents for the drying of milk were offered to the firm, who decided to take up the rights in Australia and New Zealand, and thus began the story of Glaxo. Just about this period two of the younger members who had taken up farming sold out their interests and joined the firm. One was Mr. Alec Nathan, who has risen to be the General Manager of the House of Glaxo supplying the world-famous food that “BUILDS BONNIE BABIES.”

As with all pioneer industries, endless difficulties were met with and overcome on the manufacturing side of Glaxo. The first milk was dried in a butter factory in a small room on one machine. As the possibilities of the future of this industry were realized, a factory was built at Bunnythorpe in the heart of wonderfully rich dairy-ing country.

This factory contained four machines. The opening of this factory marked the commencement of a new industry. Eventually three other factories were built in New Zealand and another in Australia.

In those early days there was no idea of the possibilities or the suitability of dried milk as an infants' food. Dried milk was looked upon simply as a commercial article. Nothing was known really about dried milk—it had never been made except in the early days in a crude fashion, and when made the full-cream powder had no keeping qualities.

Mr. L. J. Nathan first conceived the idea of the possibilities of a dried milk for use as baby food—he was in England, but strangely enough about this time the same thought occurred to Mr. Alec Nathan in New Zealand. It was, therefore, decided that the latter gentleman should leave New Zealand—the land of his birth—and come to England to create and take charge of a department, which developed into the most important department of Joseph Nathan & Co. Ltd.

In an interesting talk a few years ago, Mr. Fred Nathan said :

“In 1903 my brother Alec and myself were farming in New Zealand. We had sold the farm and cabled London on certain business, and a cable came back

suggesting that Alec and I reserved our capital to go into a new venture, particulars of which they would write.

"The particulars came out eventually, and these particulars were for the manufacture of dried milk. The venture was taken up by Joseph Nathan & Co. Ltd., and the late Mr. D. J. Nathan and I attended then the first meeting of farmers held at a place quite close to Bunny-thorpe, and a proposition was made to the farmers that they should supply us with all their milk. If they did that, we would erect a factory for the purpose of drying milk.

"There was some little discussion and talk, for they would not believe it was possible ever to turn milk into a powder. Their prejudice was overcome, that agreement was signed, and the factory was erected.

"We are very proud of that factory, too! We had four machines, and if I remember rightly, opened with a supply of about 1,500 gallons of milk a day. Last season we received at that factory 14,000 gallons of milk a day!

"Shortly after that factory was erected it was burnt down. It was rebuilt, and just when we were about to commence operations again, it was again placed out of action. By this time the farmers were so disgusted with the whole proposition, as we could not take the milk, and because they had no cows or pigs to use up their milk, that thirty or forty suppliers had dwindled down to about six.

"It was in those early days that Alec was in charge of the internal working of the factory, and we used to live together at Palmerston North. It would be impossible for me to make you visualize a village in New Zealand. When I say a village, you liken it to a village in England where the roads are nice. In New Zealand a village consists of a railway station, about 12 feet by 10 feet, where railways run through, no porter, no anything. There is an hotel where shepherds stop and get a glass of beer. Always a church in every village in New Zealand, immediately followed by a blacksmith's shop, and a store which acts as a post office. This was the sort of village (Bunnythorpe) where my brothers Alec and Charlie lived, and stayed at the 'pub' for quite a long time, whilst the erection of this factory was going on."

The first thing to do was to discover a name. The name of "GLAXO" was eventually decided upon with its world-famous slogan "BUILDS BONNIE BABIES." The idea was that the name should not contain more than five letters, and if possible end in "O." Everybody put on their thinking caps, but the credit was eventually due to Mr. L. J. Nathan who evolved the word "Glaxo" from the Greek word "*Galaktos*," the Greek for milk.

To place this article on the market was no easy task. The medical and nursing professions are extremely conservative, and viewed with scepticism anything new. More especially so, as all their preconceived ideas of the bringing up of an infant had to be altered.

Glaxo was introduced first to infant specialists, medical officers of health and nurses, mainly by personal visits and propaganda, which was a slow and costly process. Gradually doctors and nurses, after meeting with success, would order Glaxo, and chemists stocked it to meet their convenience. This went on until 8,000 chemists were stocking it. And it was not until this happy position was reached that Glaxo was first advertised in the press.

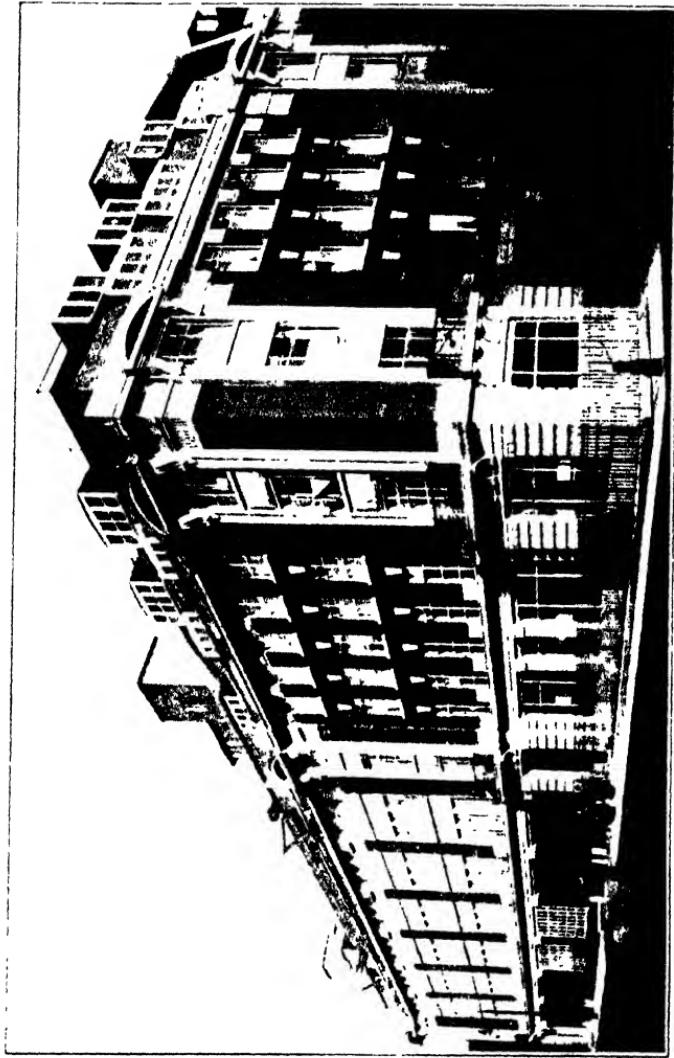
During this process of building up, Glaxo established itself as the premier baby food and, incidentally, placed dried milk as a baby food on a firm foundation—so much so that during the war the Ministry of Food recognized its merits as an essential food for the nation, and accorded the House of Glaxo preferential treatment for the shipping of Glaxo from New Zealand; in 1917-18 over 4,000 tons was purchased by the Ministry of Food for the feeding of babies during the war.

During the last ten or twelve years, the Welfare movement in England had greatly increased, and Glaxo has been used in about 90 per cent. of these institutions.

A further proof of the unique position that Glaxo has established for itself is that it has been used in five Royal households.

Glaxo is well known to-day in the British Empire and enjoys very large export sales, built up largely by its advertising and the merits of the article. There is practically no country in the world where it is not now possible to obtain Glaxo products.

The House of Glaxo must not be regarded as a purveyor of baby food only. It renders direct service to



GLANO HOUSE, 56, OSNABURGH STREET, LONDON, N.W.1.
Opposite page 213

mothers. The foundation of this service was laid in the famous "Glaxo Baby Book," which is now recognized as the foremost book dealing with this absorbing topic. It is written in easy understandable and everyday language, as a guide to mothers in bringing up their babies. The book gives words of advice to expectant mothers upon babies' clothes and treatment in ills that a baby is heir to. So popular has this book become, that considerably over one and a quarter million copies are in the possession of mothers all over the world.

There are many other publications, too, issued by the House, such as "Before Baby Comes," which gives advice to the expectant mother; "Care of the Children in Summertime," etc.

A Glaxo Mothers' Help Bureau has been established in charge of trained nurses who give advice to mothers personally, or by correspondence. For this service no charge is made.

Open for inspection to any mother is the Glaxo Mothercraft Exhibition, which is especially helpful to the expectant mother, for here she can learn and see how best to make the garments with the least amount of expense. It is an exhibition of absorbing interest to mothers and is well worth a visit.

Attached to the Glaxo factory is a modern research laboratory staffed by highly qualified chemists. In New Zealand, also, there is a laboratory where the milk powder is thoroughly tested before it is packed in tins for the public. The powder is regularly tested for tuberculosis germs and other bacteria, and it is interesting to be able to state that no Glaxo powder has ever been found to contain the bacillus of tuberculosis.

The milk from which Glaxo is made is produced in the sunny pastures of New Zealand and Australia, where sunshine abounds and the cows graze in the open all the year round. This is a very important point, as it ensures that the dried milk made under the Glaxo process, from cows that live in the sunshine, contains all the known vitamins with unimpaired activity.

The House of Glaxo has lately put on the market two other products—"GLAX-OVO," which is a food drink suitable for everyone—young and old alike, weak or strong—and "OSTELIN," which is the "Vitamin Concentrate" incorporated in "GLAX-OVO."

For years cod-liver oil has been prescribed by practitioners for many purposes, but its flavour and smell have frequently operated against its free use. The difficulties of overcoming these objections have been great, but they were solved first by the Columbia University of New York. The House of Glaxo procured from them the sole rights to manufacture the extract of cod-liver oil which makes available in a concentrated form, quite free from the characteristic taste and odour of the oil, the valuable medicinal properties of the original oil.

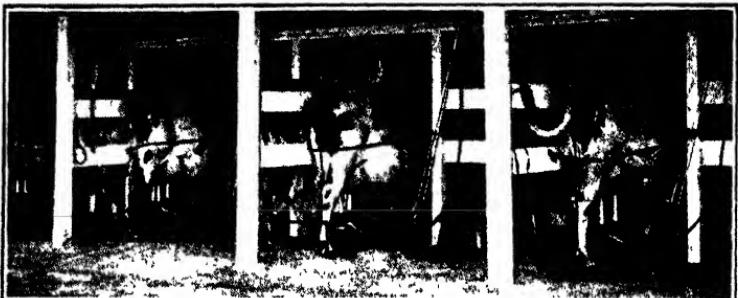
Ostelin is this unsaponifiable fraction of crude cod-liver oil concentrated more than 2,000 times. As far as possible, all the fatty, indigestible substances—more than 99 per cent. of the oil—are removed. Ostelin possesses the whole of the anti-rachitic factor and shows other therapeutic attributes of the original oil with unimpaired activity.

A few words on the interesting conditions under which Glaxo is made in New Zealand may prove of interest.

Each factory costs about £100,000 to build and fix up with machinery. Naturally these factories are where the milk is—in the country away from the towns—but the business around the Glaxo factory is so big that the men employed become a small village in themselves.

At each factory there are cottages for the married men, each cottage having its own garden; also a hostel for the single men. There is a hall for dances, concerts and social evenings, with a billiard-room and tables. The social life is run by the men themselves. When they have dances they ask the farmers' daughters. There is a chapel at each factory, also a store where groceries and such things can be purchased at a reasonable price. Everything reasonable is done to give the workers a healthy and pleasant time after work, and to secure, as nearly as possible, perfect working conditions.

One has to remember that the factory is in the country where the milk supply is, where there are no theatres or kinemas—where, in fact, the nights would be too long if there was not a social hall for the people to meet, dance, and play cribbage or billiards. Anyhow the company does its best, and the result is shown in the class of men and the work they do at the Glaxo factories—they never want for men and they have an exceedingly fine class of workers.



Glaxo Herds being milked mechanically in New Zealand



*Below—
A typical Glaxo Herd*

*Above—
Glaxo Factory No. 9*



*The manufacture of Glaxo is carried on in the most
modern factories, under advanced Dairying Management*

To face page 21

The hours of work are controlled by the milk supply. At the height of the season the factory works 24 hours a day. Spring comes about September, but it is well into October before the factory is very busy, then from December to February the factory is working 24 hours a day; gradually and slowly the milk supply falls away until about May. Then the main work is overhauling machinery, etc., with holidays for the staff.

The milk is delivered to the factory twice a day during the summer, by farmers when their farms are handy to the factory; from those farther away it is collected by motors. In some places the roads are so bad that the company has had to build its own concrete roads.

Practically every farmer milks his cows by machinery—without them he could never get through to time. A man and his wife, with a milking machine, can in twenty minutes milk from four to twenty-four cows, depending on the size of his plant.

As all the milk has to be at the factory within two hours of milking, and this is in the early morning and late evening, time is a very important factor.

The reception yard at the milk factory is a big square with a fall to the centre for drainage; it is kept spotlessly clean and flanked right round with flowers and shrubs.

The receiving platform is covered in from the rain; men are not allowed to smoke or to wear their mackintoshes in case drops of rain should fall into the milk.

There is an absolute right to reject any milk considered not suitable for Glaxo, and inspectors are appointed, who have the right at any time of inspecting a supplier's herd, milking machine, sheds, etc.

The receivers of the milk at the factory are extremely expert in being able to see if the milk is suitable or not. If they have any doubt about it they take a sample and send it to the laboratory.

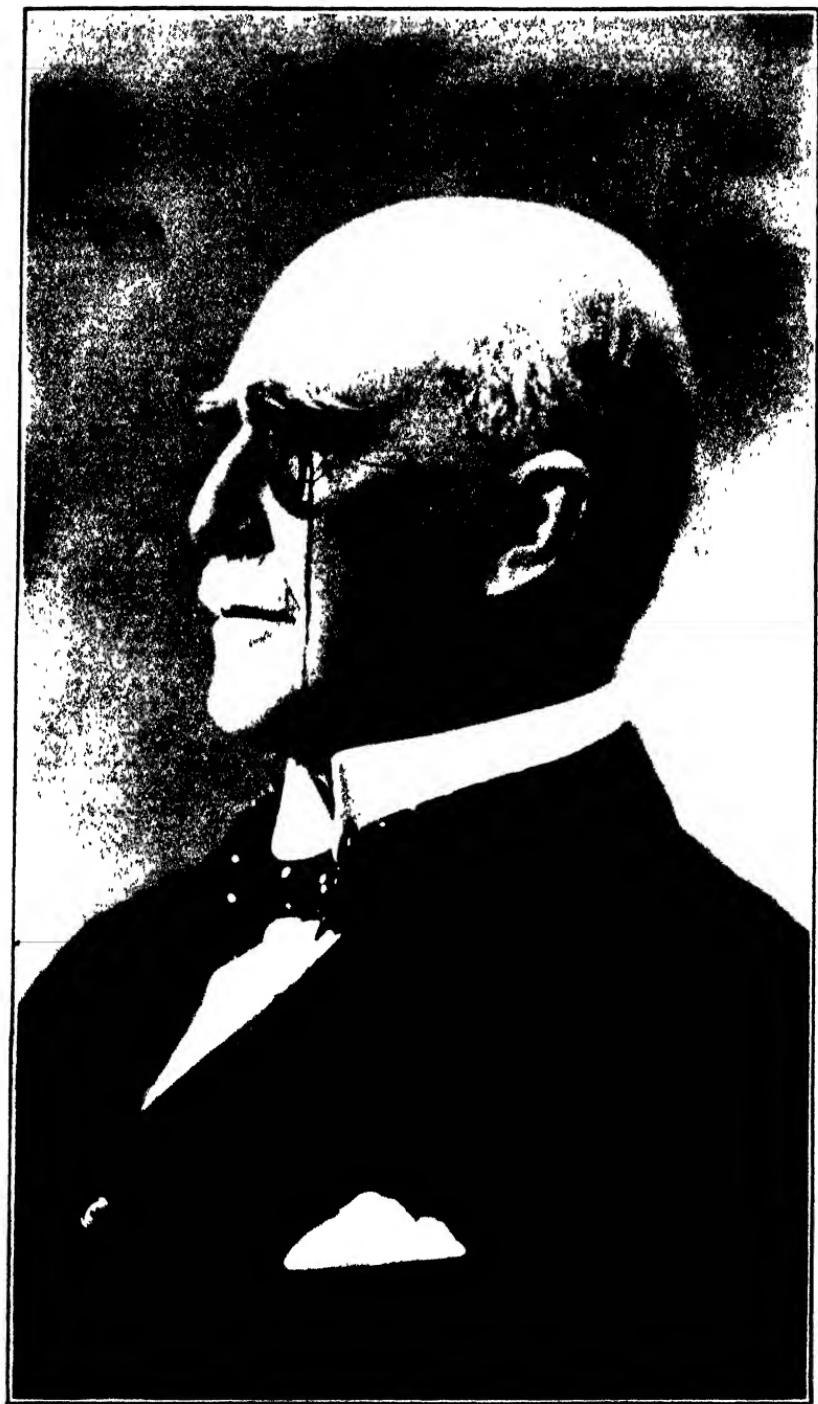
General laboratory-control characterizes the business of manufacturing Glaxo and Glaxo products throughout. All the milk used is tested for freedom from tubercle bacilli and impurities generally. The dried milk is similarly tested before it leaves the factory, and the tests are repeated on arrival of the finished product at Glaxo House, London, to ensure that no change or contamination has taken place since the food left the factory.

216 ROMANCE OF GREAT BUSINESSES

Continual research is also conducted in the wonderfully equipped laboratories at Glaxo House, with the object of solving dietary problems of one kind or another, but above all else the aim of the expert chemists employed there and elsewhere by the company is to ensure the absolute purity of Glaxo—the super-milk which Builds Bonnie Babies.

B. P.

AND THE COMPANY WHICH MAKES IT



SIR CHARLES GREENWAY

B. P.

AND THE COMPANY WHICH MAKES IT

THIS is the romance of a business vying in interest as well as in consequences with the famous adventures of the Elizabethan era that laid the foundations of British Commerce.

Perceval Landon, writing of the Persian oil fields in a great London daily newspaper nearly ten years ago, said: "The ever-running black fluid that finds its way in the dark 145 miles from the Field of Oil to the island of Abadan on the Shatt-el-Arab may one day prove to be the very life-blood of our existence."

Since this was written through the development of its wonderful resources of mineral oil, Persia has cast off much of its ancient lethargy and has joined in the march of modern progress. Oil-derricks now lift their heads among the hills whose only sign of human activity had been the nomadic tribesman or the ruined altars of the Fire-Worshippers. Across the silent plains which once resounded to the tramp of the men-at-arms and chariots of Alexander the Great, the pipe-lines carry the rich stream of petroleum to a waiting world. By the shores of the Shatt-el-Arab rise the many buildings and tall chimneys of a vast modern refining town, and huge oil-tankers ride at anchor on its historic waters.

The prime agent in this extraordinary transformation was an Englishman—William Knox D'Arcy—born at Newton Abbot, in Devonshire, in 1849, and educated at Westminster School. In 1866, when D'Arcy was seventeen years of age, his father, a solicitor, emigrated with his whole family to Queensland, where he established himself in the same profession in the town of Rockhampton, installing his son in his office to take up the study of law. Here D'Arcy remained until by a lucky chance one of his clients showed him one day a lump of rock and asked him what it was.

"There's a whole mountain of it back of my place," he said.

It was gold quartz. The man's name was Sandy Morgan. That was the start of the world-famous Mount Morgan gold-mine, and in a few years D'Arcy and his original associates in the mine had become millionaires or multi-millionaires.

Most men would have been satisfied with such a gift of fortune and been content to take their ease and enjoy the riches thus poured out for them. But D'Arcy was of the true pioneer type. He had the energy and imagination which demanded other frontiers to explore. Oil was just then looming up on the horizon as a rich new prize, a tremendous new force. With that intuition which some men call luck and other men call genius, but which he himself would probably have described as mere "horse sense," he realized its possibilities. He decided to go into oil.

A chance meeting with a young Persian of the name of Kitabji possibly had something to do with D'Arcy's decision to go to Persia, instead, as one might have expected, to his own Australia which he knew so well. Kitabji told of oil seepages in the northern part of his country. Oil seepages, however, do not always indicate the existence of oil beneath the ground in commercial quantities, and already there had been efforts to discover oil with the drill in Persia—efforts which failed lamentably. The Persian Mining Corporation, for instance—a company formed under the auspices of the Imperial Bank of Persia, which had secured a concession for the whole of the mining rights of Persia—had in the early nineties sunk two wells at Daliki, not far from Bushire, near a spring from the surface of which the natives had been in the habit of skimming petroleum. The results were so meagre that the concession was abandoned.

D'Arcy, however, decided that the possibilities of Persian oil were well worth looking into. An experienced geologist, H. T. Burls, was sent to Persia. He examined two areas, one north of Baghdad, close to the Turco-Persian frontier, the other in the general direction of Shustar and the Karun River. He reported favourably on both, especially the northern area, where a primitive local oil industry had been in existence for hundreds of years and was still yielding oil with undiminished vigour.

On the strength of these reports, D'Arcy secured from the Shah in 1901 an exclusive concession for the exploitation of natural gas, petroleum, asphalt and ozokerite throughout the Persian Empire, except the five provinces along the Caspian Sea, which were regarded as coming under the Russian sphere of influence. The concession was for sixty years and covered 500,000 square miles of territory.

Thus did William Knox D'Arcy enter upon the great task which was to occupy the remaining years of his life. It was a task for which his character and his early experiences in Australia had well prepared him. To no man of less daring and determination would success have been possible. And even his heroic optimism must often have been near the breaking-point in those years of weariness and discouragement before the first great gusher at Maidan-i-Naftun gave assurance to him and his associates that the battle was won.

The northern part of the concession was the first to be exploited. At Chiah Sourkh, about one hundred miles north of Baghdad and the same distance from Kerman-shah, operations were begun. In January and May, 1904, two producing wells were brought in, one of them flowing at the rate of two hundred barrels a day. The remoteness of the field, however—some six hundred miles from the Persian Gulf—made its proper development both difficult and expensive. It was clear that oil must be found in larger quantities and in some more accessible district if the venture was to be a success.

In the meantime the expenses of operation in a country so difficult, so remote, so unsettled, and so undeveloped as Persia were mounting at an appalling rate. The First Exploitation Company, which had been formed to work the concession, was largely financed by D'Arcy himself. In one way and another he poured in those first few years more than £300,000 of his own money into the sands of Persia, and all he had to show for it by the end of 1904 were two very ordinary wells in a remote and comparatively inaccessible part of the country. That he did not give up was a measure of his courage and his confidence in the future of the Persian oil industry.

It was at this stage that he was approached by a German group with a proposal to relieve him of the Persian concession. Looking back in the light of the

tremendous events which have since occurred, it is easy to see how largely political aims were mingled with this ostensibly commercial proposition. The proposal was no doubt partly due to the desire to assure to Germany the immense supplies of oil for which in a few years she was to have so vital a need. More essentially, however, it was a further step in that conquest of the Middle East which was intended as a prelude to greater conquests still. The Hamburg-American Line, with the assistance of heavy subsidies from the German Government, were making a bold bid to take the trade of the Persian Gulf and Mesopotamia out of British hands. The plan of the Berlin-to-Baghdad Railway—that "spear aimed at the heart of India"—was already maturing. Persian oil was to have helped to furnish the driving force for that mighty weapon in the hands of predatory German imperialism.

If D'Arcy had gone into the oil business solely for the money that might be in it, he had here an opportunity to recoup himself handsomely for what he had spent. But he had other and higher aims. He was a patriot as well as a business man. He foresaw the great national value his concession might acquire in years to come, and he was resolved that it should remain in British hands.

The offer of the Germans was refused, and thus the first of many foreign attempts to get control of the Persian oil-fields was defeated.

Even so early as 1904 the British Admiralty was seriously considering the possibility of converting the Royal Navy to oil-fuel, and a committee had been appointed, with the Right Hon. E. G. Petyman as chairman, to look into the matter of supplies. On this committee sat Sir Boerton Redwood, who knew D'Arcy well and had a high opinion of the importance of the Persian field. Partly as a result of the intervention of this committee, the Burmah Oil Company and Lord Strathcona were induced to come to D'Arcy's assistance and shoulder part of the burden. Lord Strathcona had already rendered signal service to Empire development in Canada, and now in his extreme old age he agreed to lend his great name and experience to the furthering of another Empire project of even more moment than the building of the Canadian Pacific Railway for which he had been so largely responsible.

In 1905 the Concession Syndicate, financed principally



MR. W. K. D'ARCY

To face page 22

by the Burmah Oil Company, was formed at Glasgow to take over the further exploitation of the Persian concession, and after some preliminary disappointments in other places they were recommended to a spot between Malamir and Shustar as a likely place to find oil.

The place referred to was a desolate valley named Maidan-i-Naftun (Valley of Oil), adjacent to a hill on which are the ruins of a huge temple erected by the Zoroastrians, known as Masjid-i-Suliman (Solomon's Temple). There, by the side of a track well worn by the countless camels and mules which have trodden it from Biblical times, is a so-called "oil spring" at the side of a cliff. Before the advent of the Anglo-Persian Company, a small volume of oil had flowed from this spring—probably for many centuries—into a stream alongside, where it was held up by a few ancient dams, the oil being skimmed from the surface of the pool thus formed and taken away for sale or barter. It was used for burning purposes or for the healing of sores—both in man and beast. The bitumen which was deposited from the oil was used for the caulking of boats on the Rivers Tigris, Euphrates and Karun. There is no doubt that the oil was obtained from this source for the perpetual fires of the Temple in question—one of great fame in the time of the Sassanian Kings—and led to its erection at this particular spot.

It may be here mentioned that these oil springs are of common occurrence throughout the vast range of mountains and hills extending from the Caucasus on the north-west of Persia to the Indian frontier on the south-east, and there is but little doubt that this supply of liquid fuel and the supposed divine influences of fire had a good deal to do with the origin and spread for many centuries of the Zoroastrian religion—the home of which lay chiefly in the line of this great oil belt. In any case the name of Maidan-i-Naftun which was given to this valley by the Zoroastrians has proved prophetic, for in a few years that desolate spot in the Bakhtiari Mountains—almost depopulated since the downfall of the Sassanian Dynasty—has become a busy hive of industry and famous all the world over as one of the most prolific, if not the most prolific, of the oil-fields yet discovered. This connection between these subterranean sources of supply of mineral oil and Zoroastrianism throws a remarkable light on the

origin of a religion which had many millions of followers. Without the oil-fields of Persia the practice of fire-worship by the Zoroastrians would not have been possible.

The task of moving the drilling equipment to Maidan-i-Naftun was a most arduous one. Looking back to-day from the present high state of development of the Persian oil-fields, with a railway, good roads, fleets of motor-cars, a fine hospital with a large staff of doctors and nurses, comfortable dwelling-houses and clubs, workshops, wireless telegraphy, telephones, and electric light and power, it is difficult to appreciate what the pioneers had to endure. The country was mountainous and exceedingly difficult. Roads were non-existent or mere tracks so steep and narrow that even the mules could hardly negotiate them under loads. And nothing can make oil-drilling equipment either light or readily portable. Add to this the strain of a climate which in summer converts every valley into a furnace and in winter fills the passes with snow or with floods of rain.

The inhabitants were wild nomads. Few of them had ever seen a European before and none of them was accustomed to any but the most casual labour. Their predatory instincts were aroused by the company's advent. Although the Persian Government were under obligation to give any necessary protection, no assistance at that time could be hoped for from Teheran and little from the local chiefs, whose hold over their own tribesmen was none too strong. The company's staff was small—a dozen Englishmen and half as many Canadian drillers. They were constantly subjected to petty annoyances and even to the danger of physical violence.

Still the work went on. Piece by piece the derricks were assembled and raised. For the first time the jar and thud of the plunging bit were heard in these wild hills. Slowly the well made its way down towards the oil-rock.

In the meantime at the headquarters of the Syndicate in Glasgow there was anxiety and doubt. In May, 1908, the fresh capital provided by the Concession Syndicate had been almost exhausted. Even D'Arcy's robust optimism was affected by the constant deferment of the realization of his hopes. There seemed to be every justification for those who felt that the scheme was doomed to failure and that to spend more money in the search for oil in Persia was merely to pour out water on the face of

the desert. It was the darkest hour which comes just before the dawn.

Orders had actually been sent out from London that work was to be discontinued and the rigs dismantled when, on May 26th, 1908, the drill plunged through to the oil-rock and the black stream shot high in the air, carrying with it the tools, wrecking the derrick, and drenching the drillers, who were nearly suffocated by the enormous pressure of gas which accompanied it. They had brought in a "gusher."

It meant victory, the answer to discouragement and doubt, the confirmation of every hope that had been formed by D'Arcy and his associates. A few weeks before they had been faced with the loss of everything they had spent, the miscarriage of all they had done and planned. Now they were assured of a rich reward for their perseverance and foresight.

Just a year later, in 1909, the Anglo-Persian Oil Company was formed with a capital of £2,000,000, which was increased by further issues of debentures and preference shares in 1910 and 1912 to £2,900,000. Lord Strathcona was the first Chairman.

The productivity of Maidan-i-Naftun was amply proved by the prolific well struck in 1908. Thereafter, developments were extended to the adjacent field of Maidan-i-Naftek, where again an enormously abundant yield was obtained at a depth of 1,875 feet. With the assurance of the oil supply thus made complete, the great work of preparation for its transportation and treatment went on as rapidly as the difficult nature of the country and the various obstacles which meet commercial development in a remote and primitive land would permit.

Launches and barges and, later, stern-wheel, shallow-draught steamers were placed on the lower and upper reaches of the Karun River. A short railway was laid to overcome the obstacle of the rapids at Ahwaz and an up-river terminus constructed at Der-i-Khazineh. For the remaining thirty miles to the oil-field a road was blasted and built up the valley of the Tembi River, where before there had been only a mule-track, along which the stream had to be crossed and recrossed thirty times. Today a completely equipped railway connects Der-i-Khazineh with the fields.

The coastal plain of southern Persia runs back for a

hundred miles or more from the sea, and here the task of laying the pipe-line was simple enough except in the rainy season. But from this comparatively narrow shelf of land the hills rise abruptly, leading up and up to the central Persian plateau. To reach the fields, two ranges had to be crossed with the pipe-line, which at one point attains an elevation of 1,300 feet.

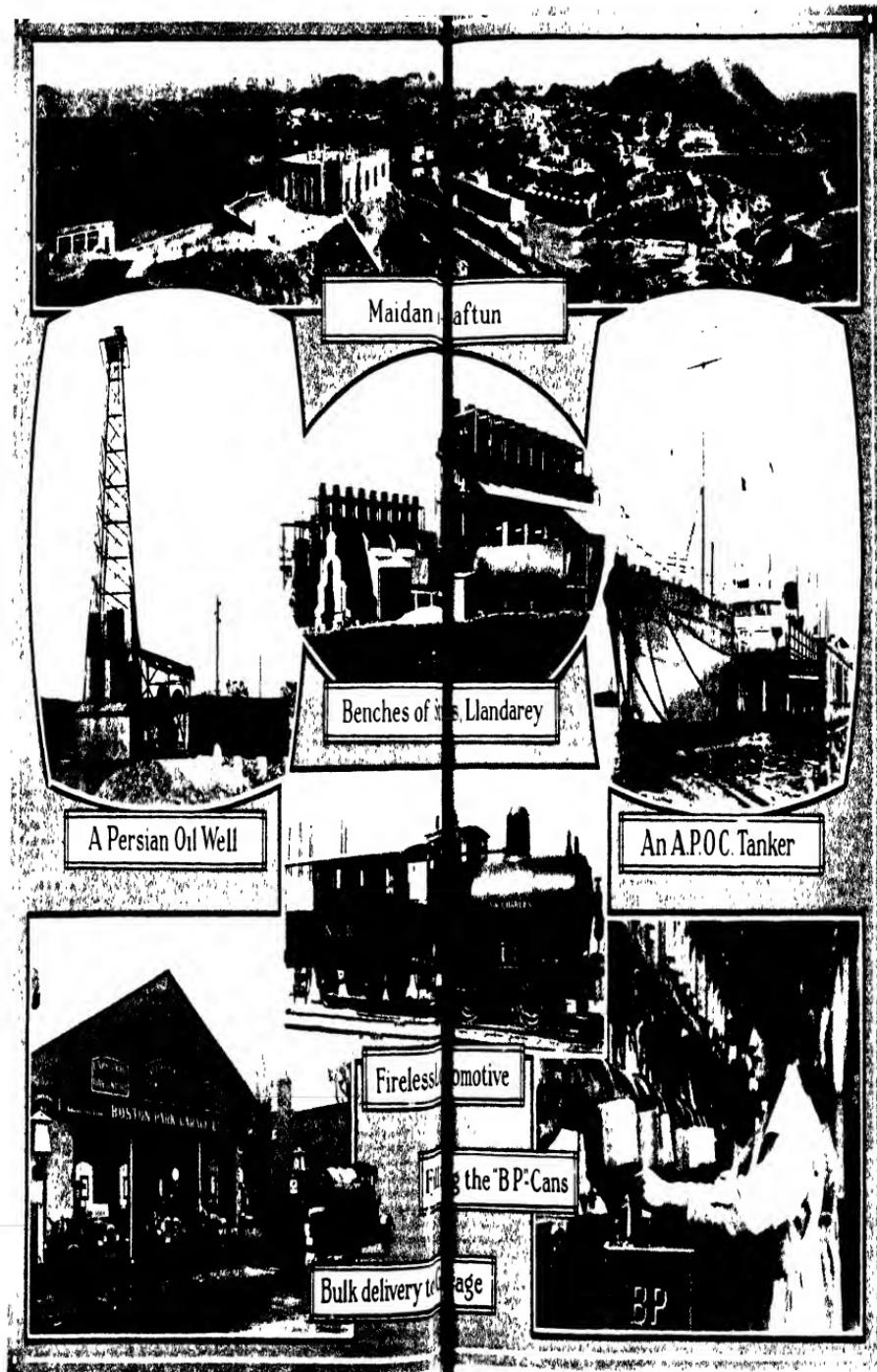
A mule-track, wide enough for two mules to walk abreast, was blasted through the mountains. Over it mules from Ispahan climbed with lengths of pipe slung between them, four mules to each section, which weighed 820 pounds. The task of getting each into position and screwing it firmly into place in the ever-lengthening line continually called for engineering skill and daring of the highest order. In this way some 1,500 tons of pipe were carried and laid.

Oil will not climb a hill. It must be driven. This necessitated the construction of a powerful pumping station on the River Tembi to force it over the two ranges of hills referred to, and the establishment of other pump-houses—"boosting stations"—along the line, to keep it moving at the greatest possible speed.

While this terrific task was being accomplished, the site chosen for the company's first refinery on the island of Abadan was a scene of no less strenuous effort.

Work was hurried on at this refinery—designed to include all the latest improvements—to prepare for the flood of oil to come. Jetties were built, tank-farms laid out for the storage of the crude oil and the refined products to be made from it, a workshop constructed capable of carrying out mechanical and engineering work of every kind, a dry dock for repairing vessels, bungalows and administrative offices, a club, quarters for an enormous number of native employees, a large up-to-date hospital fitted with an X-ray operating theatre, a wireless station, telephone and electric lighting services—all the countless and various tasks accomplished which are associated with the establishment of a complete refining and shipping installation on a large scale in a country entirely devoid of the ordinary facilities.

Space does not permit of telling the story of the further developments, how the Government appreciated two years before the war the importance of these oil-fields in British hands, how the Government came to its assist-



"ANGLO-PERSIAN"

To face page 227

ance and gained and saved forty millions sterling according to Mr. Winston Churchill; the death of Lord Strathcona and the great work of his successor, Sir Charles Greenway, who, during the whole period of the war and the company's great development, combined the duties of Chairman and Managing Director.

In 1917 occurred the death of the great pioneer who so courageously and so successfully laid the foundations of the company's future wealth and power. William Knox D'Arcy did not live to see the immense developments which have since occurred, but he had the supreme satisfaction of knowing that the work he did and the sacrifices he made had become a keystone in the arch of national security and progress.

For the people of Great Britain the Anglo-Persian Oil Company has opened up a new and incalculably rich supply of those petroleum products which have come to be a vital factor of national progress and comfort and also of national safety. It has developed a new source of national wealth. It has brought freedom from the domination of foreign interests. With its independent sources of production and its complete and self-contained organization, it is a stabilizing factor in a market where prices are so often subject to violent fluctuations. The British motorist and the British business man are reaping the benefit of this moderating influence.

To Persia, the Anglo-Persian Oil Company has meant a new era of prosperity. The royalties it pays constitute a great part of the national revenues. Still larger are the amounts spent in labour and supplies. To a large section of the population it has given useful and profitable work and better standards of living. It has established hospitals and schools. In a country where things move slowly and ancient tradition still rigidly holds sway, it has already wrought great and beneficial changes. And it is only at the beginning of its work.

Through the Anglo-Persian Oil Company, modern industry has come to the ancient land where Daniel the Prophet lies buried and where his tomb stands at Susa, not far from Maidan-i-Naftun, to this day. In Persia empires have risen and fallen, leaving only a tottering wall or a broken statue to mark the place where their strongholds and temples have stood. The magic wand of modern industry casts a spell far more potent and probably

228 ROMANCE OF GREAT BUSINESSES

far more lasting than theirs. It has released from deep beneath the soil a flood which is bringing to Persia all the benefits of progress and civilization. It promises to restore to the land of Darius and Nadir Shah, not the prosperity which they won by the sword in distant days, but that better prosperity which is based on a genuine contribution to the welfare and needs of the world.

As the marketing side in this country of a company so large as the Anglo-Persian, with its constantly increasing output of petroleum products of the highest grade, the British Petroleum Company has undergone a remarkable development. It now controls 15 main installations adjacent to ports, 491 spirit depots, of which 169 are equipped with can-filling facilities, and 494 depots for handling kerosene and other products. Radiating from these, its tank-wagons and lorries, painted in the familiar green and red, carry the supplies of "BP" Motor Spirit and of Kerosene into every corner of the Kingdom.

PRICES

PRICES

VERY little more than a hundred years ago saw the beginning of the use of gas as an illuminant, its introduction at Westminster having taken place the year before Queen Victoria's birth. Even then its use was almost entirely restricted to municipal lighting, and that of factories and large shops. The facilities for lighting private residences were too meagre, the dangers too great. The old tallow "dip" was almost the only method of house illumination, for it was not until some ten or a dozen years later that the great French chemist, Chevreul, discovered the nature of oils and fats, and so laid the foundations of the great candle industry of this country as exemplified in the romance of the century-old firm known as "Prices."

It has been surprising to many that candles have survived the introduction of gas, petroleum, and the electric light, but far from disappearing they are being used in greater quantity than ever. Their continued existence and increased popularity are due to their handiness, their improved quality and greater cheapness. Instead of the smoky and guttering tallow dips with which our forefathers had to be contented, we have the beautiful stearine and paraffin candles, which burn with a bright, clear flame, need no snuffing, and are comparatively inexpensive.

For those who can afford to indulge in luxuries there are provided candles made of beeswax and of spermaceti, but the vast majority of the candles consumed nowadays consists of stearine or of paraffin, or of mixtures of these bodies. Stearine candles are in general use on the Continent, but in this country paraffin candles are chiefly employed.

Modern candlemaking owes its beginning, as has already been said, to the classical researches of Chevreul.

Oils and fats were formerly regarded as simple organic substances, but were proved by him to be complex bodies.

He showed that tallow can be split up into fatty acids and glycerine. By suitable treatment, the solid acids, mainly stearic, are separated from the liquid oleic acid, which has an extensive use for oiling wool.

The glycerine is used medicinally and in many industrial processes, but is useless for lighting purposes.

As a result of Chevreul's investigations, followed by the experiments of de Milly, the first stearic candles were made in 1833, and sold in Paris at about 1s. 8*½*d. per lb., and at this price were brought into commerce to the extent of about 25 tons within the year, the material operated upon being always tallow.

Meanwhile, however, experiments had been made in London with other oily and fatty substances, and in 1829 the plan of separating cocoa-nut oil into its solid and liquid components, by pressure, was patented by James Soames.

This patent was purchased by Mr. William Wilson and his partner, who, trading upon it under the title of "E. Price & Co.," perfected it as to manufacturing details, and brought it into good use for the production of cocoa-nut candles and lamp-oil.

A very early improvement introduced by E. Price & Co. consisted in the substitution of mats made of cocoa-nut fibre for the canvas which had been up to that time used in the pressing of fats. This application of cocoa-nut fibre was made previously to its employment in the manufacture of floor-cloth. It may seem to some only a trifling improvement, but no material has been found, up to the present time, to supersede this fibre for many kinds of work with the hydraulic or screw press.

In 1831 the candle manufacture in England was set free from the excise supervision to which it had previously been subjected. From that date, then, its progress became possible.

After a time E. Price & Co. found it necessary to establish steam mills in Ceylon for crushing cocoa-nuts, to extract the oil as the raw material for the London factory; and the business then requiring, for this and for other purposes, more capital for its proper development than they had at their command, Mr. Wilson's partner sold his share, in the beginning of 1835, to three capitalists. With these gentlemen as sleeping partners, and with the aid of two of his sons, Mr. Wilson continued (under the name of "Edward Price & Co.") to carry on the concern, until it

passed, in 1847, into the hands of "Price's Patent Candle Company." Of this company Mr. William Wilson became the first Chairman, and his sons, Mr. James P. Wilson and Mr. George F. Wilson, the two Managing Directors.

The plaited wick (which had been patented in France in 1825 by Cambacères) appears to have been introduced into England by Henri Meyer, and its manufacture was undertaken at Ripley Mills, near Derby, by Mr. Thomas Topham, who in 1836 was supplying the wick to E. Price & Co. This wick was speedily brought into use for spermaceti and stearic acid candles; but it may be said that the real value of the invention, and, indeed, of all the knowledge then in existence relating to candle-making, was first shown in 1840. At that time Mr. J. P. Wilson, while endeavouring to produce a cheap, self-snuffing candle for the coming illumination in honour of the marriage of Her Majesty Queen Victoria, then about to take place, succeeded in making such candles of a mixture of equal parts of stearic acid and cocoa-nut stearine. They gave a brilliant light, required no snuffing, and could be sold retail at 1s. per lb. The new candles came rapidly into notice, and the sales advanced in a manner altogether without precedent. They were named "Composite" because of the mixture of materials in them, but the name has long since passed into a common one for all cheap, self-snuffing candles.

In 1840 a patent was granted to George Gwynne, for a mode of effecting the distillation of the fatty acids in vacuo. This, as the first attempt to apply commercially the knowledge that the acids could be so distilled without decomposition, was an important step; but it was superseded, in 1842 and 1843, by a discovery patented by E. Price & Co. in the names of William C. Jones and George F. Wilson. The patentees found that all the good effects of the vacuum-apparatus could be gained by the use (in the distillation of fatty acids) of free steam, and that the costly and complicated vacuum-still could be replaced by an apparatus very simple in construction, and easily managed while in operation. And further, the inventors pointed out that fats might be acidified in an advantageous manner by treatment with sulphuric acid, if only the proper conditions were insured.

Perhaps no discoveries have had so great an influence

on the candle-manufacture as those which were embodied in Jones & Wilson's patent of this period. The decomposition of fatty substances by means of alkalies or of lime had been up to this time the only process known for the production of fatty acids. But this process effects only a small change in the colour or smell of many dark-coloured and offensive fats; and although by the pressing of such fats, after the separation of the glycerine, much of the colour and of the odorous principles is removed with the liquid fat acid, yet it is rarely that a material so white and so free from smell as the public require their candles to be, can be procured by the alkaline-saponification process from dark-coloured or offensive fats. But with the power of producing colourless hard acids by means of sulphuric acid treatment, distillation, and pressing, the candle-manufacturer found his range of raw materials immensely increased. Up to the time of these inventions tallow was the only material upon which he could work freely; and even of this costly material the lower qualities were unfit for his use. But with Jones & Wilson's inventions he could fearlessly operate upon bone-fats and skin-fats, fish-oils, greases recovered from other processes, and, above all, upon palm-oil; and from each of them obtain a white and inodorous material for his candles.

It will be interesting to turn aside for a moment to note the influence exercised by this discovery over a widely distant portion of our world. Africa supplies the palm-oil, which, hitherto used almost exclusively for soap-making, became, by the new plan of procedure, a material upon which the candle-maker was enabled to work. The imports of palm-oil into England, which amounted to 19,800 tons in 1840, rose to about 50,000 tons in 1871, but are now a little under this figure. This increase of importation was undoubtedly due in very great part to the use of the oil for the manufacture of candles, and it is this trade which presents to the African chiefs and kings along the West Coast the motive that they can best understand for the abandonment of the Slave Trade. They learn, in fact, that their subjects are of more value to their rulers when collecting palm-oil than by being sold into slavery.

It might be expected that improvements in various directions would be made upon the plan described by the patentees in 1842 and 1843, and in effect such changes

have been made. Especially, the proportion of acid has been reduced from 33 per cent. to 10, 6, 4, and even $3\frac{1}{2}$ per cent. by proper modifications of other conditions.

It appears that the first French factory arranged to work the distillation process commenced operations in 1846.

In 1847 the business transactions of Edward Price & Co. had so progressed as to demand a further large extension of capital; and in the summer of that year Price's Patent Candle Company was formed, with a capital of £500,000. It was a wonder to many that any company could be got up in the midst of one of the worst commercial panics of the present century; but the original proprietary was formed almost exclusively of the friends of the partners in the private concern.

Among the earlier operations of the new company was the acquirement, in 1848, of the Night-Light Patent held by Mr. G. M. Clarke, and in 1849, of the Night-Light business of Mr. Samuel Childs, and the erection of a new factory for the purpose of carrying out this new branch of manufacture on an extended scale. There had been some difficulty attaching to the production of these "small candles," and the experience which the company had already acquired in their manufacture of what were called "Night Mortars" was most valuable for the advancement of the work. It appears that in 1852 (two years after the erection of the new factory) the sale of the Night-Lights already amounted to over twelve millions per year, and since then the demand has steadily increased.

The company sold during the first five years of its existence—that is, from 1847 to 1851—the quantity of 14,220 tons of finished produce.

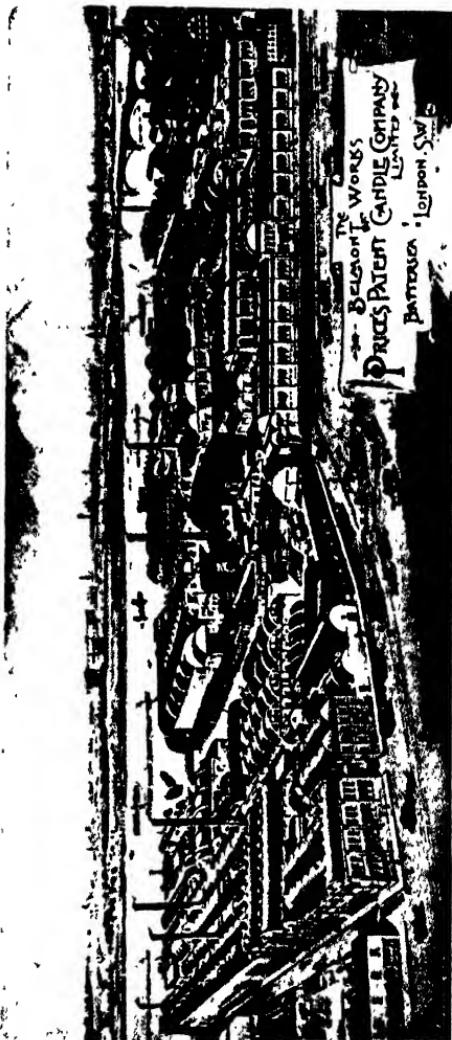
The oleic acid—which is produced in large quantity in the manufacture of stearic or hard candles—had been used on the Continent, for the oiling of wool, for some years before the English mill-owners could be induced to substitute it for the olive and other oils which they had been in the habit of using. The difficulty of freeing the oleic acid (produced in the saponification process) from traces of mineral acid proved, however, a serious bar to its more general employment. It was seen that the company's process of distillation would remove this impediment to the use of the acid in wool working, and

the company in 1851 secured the English Patent of Messrs. Alcan & Peligot for the employment of oleic acid as a "cloth-oil," and began to push the sale of the material. In 1852 a patent was granted to Messrs. G. F. Wilson and J. P. Wilson, for the further improvement on the use of oleic acid. The natural dread, however, of the Yorkshire mill-owners to subject their expensive and delicate apparatus for cloth-working to the action of chemical agents as yet unknown to them made a great difficulty in its introduction into their mills. This, however, was overcome by the company paying one of these mill-owners to go (at its expense) through the chief of the cloth-mills of France and Belgium. There, furnished by the company with letters of introduction to the owners of these cloth-mills, the envoy saw and judged for himself, and coming home, was able to report to his brother mill-owners in England the perfect success of the use, in foreign mills, of the oleic acid. A valuable outlet was thus made for a material which had been hitherto saleable only at an unsatisfactory price.

In the succeeding year (1853) the company took a step of much importance. Liverpool being then, as now, the place of arrival of the largest importations of palm-oil, it was felt to be desirable that the company should have, in or near it, a second factory, prepared to manufacture this material where it could be purchased without cost of land-carriage. The capital of the company was therefore increased, and an estate of about 60 acres was purchased at Bromborough Pool, near Liverpool, on which was erected the second factory, with cottages for the workers. At present this factory employs over 500 operatives, and the London factory receives from it large supplies of manufactured candle-material, instead of receiving from Liverpool, as formerly, the raw palm-oil. But the Bromborough factory has also a large candle-trade with places to which the cost of carriage from London would be a matter of serious consideration.

Mr. R. A. Tilghman, in 1854, secured his English patent for the method of acidifying fats, and separating them into fatty acids and glycerine, by means of contact with water, at a high temperature, and under great pressure. The company took an exclusive licence under this patent, but the process was not permanently used by them. A discovery, which was made the subject of a patent obtained

To face page 237



by the company in the names of Messrs. G. F. Wilson and G. Payne, in the following year (1855)—namely, that neutral fats could be, by distillation with superheated steam alone, broken up into fatty acids and glycerine—contributed to the abandonment by the company of Tilghman's process.

Before the close of 1855 a more valuable discovery was made by Mr. G. F. Wilson, and patented by the company. This gentleman (to use his own words) "did not see why glycerine, if it would distil over once in an atmosphere of steam, should not do so again." Following out this conviction, in the possession of which he seems to have stood entirely alone, he found that glycerine could be distilled without decomposition by the use of steam. Previously to this date a chemically pure glycerine had never been seen. Such a material became possible under this new patent.

The year 1856 ends another period of five years, and we find that during this term (1852 to 1856) the saleable produce of the company had risen to 36,602 tons.

Mr. James Young had obtained, in 1850, his celebrated patent for the production of hydro-carbons by the distillation of coal at a low red heat. Oil of the same chemical composition had for centuries been known to exist in abundance in Burmah, and had been described in scientific books under the name of petroleum, or rock oil: but because of its impurity it had been used only for rough purposes in the East, without becoming an article of importation, to any large extent, in Europe. In 1853 and in the following years patents were granted to Mr. Warren de la Rue for the working of the Burmese or Rangoon petroleum. The company secured the right of working under these patents, and sent out agents to organize a regular delivery of the raw material from Burmah to England. To originate this new branch of export from Burmah required a considerable expenditure of time and money. But by 1857 arrivals of the petroleum to the company became regular, and the working assumed a commercial aspect. De la Rue's patents had pointed out clearly the course of treatment to be followed, but there is often a wide gulf between the processes of the laboratory and the workings of a factory. Many trials had to be made—many changes effected—much expense incurred, in bringing this Rangoon

petroleum into saleable forms. Eventually excellent products were obtained, and it is interesting to find that among the largest individual sales of these products were three of burning oil, amounting to more than 10,600 gallons in all, for exportation to New York in the first half of 1859. Before this year closed the discovery of petroleum in America upset all calculations as to the value of the Rangoon material. The American petroleum was nearer at hand, was obtainable at far less cost, and was soon found to be, apparently, almost unlimited as regarded the quantity obtainable. Consequently, the working of the Rangoon import, which at one time bade fair to be a very lucrative undertaking for the company, became positively unprofitable. The agency which had been established in Burmah was withdrawn, and the Rangoon petroleum, after a time, almost ceased to appear among the company's raw materials, but the beginning was made of what has developed into an extensive lubricating oil business.

The five years from 1857 to 1861 witnessed many minor changes in the workings—some adopted temporarily, others becoming permanent. Perhaps the most important was a change in the machinery for moulding the candles. Up to the year 1856 the candles, when cool, had been pushed from the moulds by means of iron rods actuated by a lever. But the candles so treated were liable to much disfigurement, and in the year above named an ingenious plan of using compressed air to force out the candles was contrived by Mr. E. A. Cowper (the Consulting Engineer to the company), and was patented by them in his name. This continued in use for many years, and doubtless contributed much to the company's progress, by doing away, in a great degree, with the injuries suffered by the candles from the earlier mechanism.

Up to about the year 1861 the company had availed itself largely of whatever protection the law could give to inventions secured under patents; but after 1862 little recourse was had to this form of protection. And as, within the five years ended in 1861, some important patents held by the company came to an end, competitors for public favour in the candle trade sprang up and availed themselves largely of the knowledge which the company had acquired during the life of its patents. At about the same period foreign manufacturers (to whom

the English patents were simply sources of information, and presented no kind of legal restriction) were enabled to bring their candles into the export market; and the burning oil from America, which at this time presented not merely its undoubted claim to being a very cheap source of light, but also the further recommendation of novelty, drew away many who had been hitherto consumers of the company's produce. The horizontal presses used in France for the production of stearic acid, in the earlier days of the manufacture, had not commended themselves to the Candle Company. It was found that, with the form of vertical press they had adopted, better results could be obtained than with the then imperfect horizontal press, and it was not until 1865 that it was felt to be right to make a general change from the vertical to the then much improved horizontal press. From that year the change went forward as rapidly and regularly as the continued use of the apparatus would allow.

About the same time the so-called American Candle Moulding Machine was introduced. Originally invented by an Englishman, it found its way to the United States, and was returned to this country in an improved form. As further improved by the company, it is familiar to the visitors to the various exhibitions where the company has carried on the manufacture of candles.

After the Rangoon petroleum had been removed from the list of raw materials worked by the company, its paraffin refinery was kept supplied with paraffin scale, produced chiefly in Scotland and the United States. So long, however, as the use of naphtha was continued in the pressing of the paraffin scale, this part of the factory endangered the health of the workers and also was a source of anxiety, as at any time even a slight want of caution on the part of an operative might lead to a conflagration. But in 1871 the foreman of that department of the company's works (Mr. John Hodges) discovered a mode of producing fine white paraffin from scale, without use of spirit of any kind. It was patented in 1871, and has continued since that time to be the established mode of refining paraffin all over the world—avoiding, as it does, all use of volatile fluids, and doing away, to a great extent, with the use of hydraulic presses.

Improvements were then begun in the fatty acid

department, which have enabled the company to produce a larger percentage and a better quality of crude glycerine than formerly. These improvements consisted in the introduction of M. de Milly's "Autoclave," an apparatus which is practically a modification of Tilghman's digester. Tilghman's apparatus, which was constructed of wrought-iron, lined with lead, and was placed horizontally, was worked at a pressure of 250 lb. per square inch, no agent except water being employed for the decomposition of the fat. M. de Milly's Autoclave, which is constructed of copper, and is placed vertically, is worked at a lower pressure, viz., 120 lb. per square inch, but requires the employment of a small percentage (2 per cent.) of lime, or of an equivalent saponifying agent.

Then came a radical change in the company's candle business. Hitherto stearine and composite candles had formed the great bulk of the trade, but the production of paraffin, both in Scotland and the United States, increased so much that its price became greatly reduced, and paraffin candles came rapidly into use. To meet the altered circumstances the company enlarged and improved its paraffin refinery at Battersea, and introduced the refining of paraffin and the manufacture of paraffin candles at Bromborough Pool. The company is now the largest refiner of paraffin in the world.

It may not be thought superfluous to give a brief description here of the works, of which the history has been thus briefly traced.

The London works occupy an area of about 11 acres; those at Bromborough occupy about 10 acres. The buildings are all roofed with iron, so as to reduce inflammable material to a minimum. The area covered by the roofs is a large one, as the buildings—again with a view to safety from fire—have generally no upper floor. This covered area amounts to 12 acres for the two factories. The operatives number about 2,500.

One other point requires notice. For many years past the candle trade in Great Britain has had to make its way against and among many competitors. Gas and electric light have been introduced even into villages; American burning-oil is imported by millions of gallons at a price which would, a few years back, have been considered fabulously low for any good light-giving material; naphtha is abundantly supplied for spirit lamps; all the

ordinary seed-oils figure in large importations. If the candle trade would not be crushed out by all these opponents it must make its way by dexterity *between* them. To meet all the niceties and refinements which from time to time presented themselves necessitated a great flexibility and elasticity in the manufacture. Often the demand for any particular candle has been based simply on some small difference in colour—some fraction of an inch difference in length or diameter—some fraction of a penny per pound difference in price. Unless the manufacturer can promptly meet all these requirements his goods will cease to be asked for. Hence has grown up a complexity of the company's manufactures beyond the knowledge of many, even, of its customers. Putting out of view all the occasional requirements of consumers, which are met by "cutting down" some regular standard form, the company has no less than 130 named and specified sizes of candles, for each of which moulds are in use. But as the company makes candles of 60 different qualities, dependent on variations in actual material, or in colour, or hardness, and as also many of the sizes of candles are liable to be asked for in any one of a large proportion of these qualities, the factories may be called upon to supply nearly 2,000 kinds of candles, including both size and quality. At the present time the store-room of the Belmont factory actually contains candles of about 400 different kinds, not one of which could be left out of stock without risking the displeasure of one or more customers.

BOOTS



SIR JESSE BOOT

To face page 245

BOOTS

THE day of romance in business is not yet past, when just about forty years ago a little boy who helped his widowed mother keep a small shop in Goose Gate, Nottingham, is now the head of a concern with £5,000,000 capital, 40,000 shareholders, and a staff of over 13,000 including 1,000 fully qualified chemists, huge factories and distributing warehouses, and 700 of the finest retail shops in every part of the country.

This huge extension, this development of the largest concern of its kind in the world, is the work of one master mind. Jesse Boot started his career young and penniless. His sole capital—and it was plenty—was a combination of ability, persistency, and energy. His quick intelligence speedily grasped the economic principles that underlie scientific trading; his imagination conjured up the possibilities of applying them; and his courage and self-confidence enabled him to put them into operation. He turned his attention to the drug and chemical trade, and realizing how such reform would be a popular benefit, set to work to cheapen many daily necessities by purchasing and selling on a large scale, and by eliminating as far as possible the middle man and so bringing commodities more directly to the consumer. Cash has always been the basis of his trading; no discounts are lost and no bad debts are made. The business developed with magic speed, and Jesse Boot extended his activities by adding shop to shop and by including one branch of trade after another in his operations, so that at the present day his establishments are numbered by the hundred, his employees by the thousand, and his clients and sales by the million. The work is now carried on by Boots Pure Drug Co. Ltd. and four subsidiary companies. Many of the branch shops are really huge department stores where are found not only drugs, medicines, toilet preparations, perfumes, and the hundred and one articles sold by the general

chemist, but also stationery, fancy ware, leather goods, cameras, and other photographic apparatus, glass, silver, trunks, portmanteaux, books, etc., in infinite variety. The extension of branches over the whole kingdom has brought to many a comparatively small town shopping facilities such as were previously only associated with the largest centres of population, and articles are there procurable at prices and in such selection as even recently would have seemed incredible. Many of the branches have first class circulating libraries, and many of them also have excellent cafés attached, and these cafés, it may be mentioned, compete in luxury of appointments, choice of viands, and efficiency of service with the most expensive of catering establishments.

This is a simple but fascinating story of modern commerce, and a visit to the headquarters of Boots at Nottingham provides a bewildering range of interest, and such an evidence of practical efficiency, that the business of Boots takes on a glamour from the thorough direction and control of its immense and multifarious concerns, and the reduction to system of the wide complexities inseparable from so vast a trade. It is impossible not to realize why Boots is a household word, even as it is impossible to realize thoroughly that the one firm not only provides for the myriad requirements of its countless customers, but also performs for itself all the work of manufacture and all the other associated duties, as well as collecting and distributing more commodities than are handled by any other firm of retail chemists in the world. They employ the finest printing plant possible—for Boots are their own printers. Their wood supplies are like a timber merchant's stock, and their shop-fitting department like a furniture emporium—for Boots are their own shop-fitters. Their tin-store is like a huge iron-monger's establishment, their ribbon store like a mercer's—for Boots are their own packers, and the adornment of their perfumery and fancy goods calls for big supplies of ribbons and silks of all shades. There is a fleet of motor-cars, vans and trollies, as well as horse-drawn vehicles for the work of transport—and Boots do this so comprehensively that they even draw their own coal. Boots, in short, do everything possible for themselves, and do it thoroughly, and so save expense, while ensuring reliability.

The visitor on his wonder tour first inspects the offices, the ganglion, where centre the nerves from the various other departments. The volume of work here performed is stupendous, and mystifying to the uninitiated. Managers, accountants, clerks, cashiers, typists, each and all are busily engaged, but their duties are so arranged as to dovetail one into the other, and to provide adequate checks on all work done without wasteful overlapping. Adding machines, addressographs, multigraphs, and many other labour-saving devices are used. There is an absolute network of interdepartmental telephones and a most complete system of outside and interdepartmental postage under which collections and deliveries are made in each office every half-hour. Nothing whatever is casual or haphazard, every detail is provided for, and the arrangements proceed with clockwork regularity.

The efficiency of this work is exemplified in the treatment of the accounts from the various branches. Every Monday the central office receives a return from each shop showing the exact purchases made by customers during the previous week. The analysis of these returns and their collation with the stock accounts, show precisely what articles are in demand, and exactly what quantities of goods are in stock at each separate branch. Without a thoroughly efficient system the compilation of such statistics would be impossible, but properly gathered, this record of something more than seven hundred sales per minute, or well over two million per week, enables the companies to feel the pulse of the purchasing public, and to judge accurately of their requirements of each branch shop. This is the root principle of Boots business procedure throughout—careful consideration, and a full knowledge of conditions.

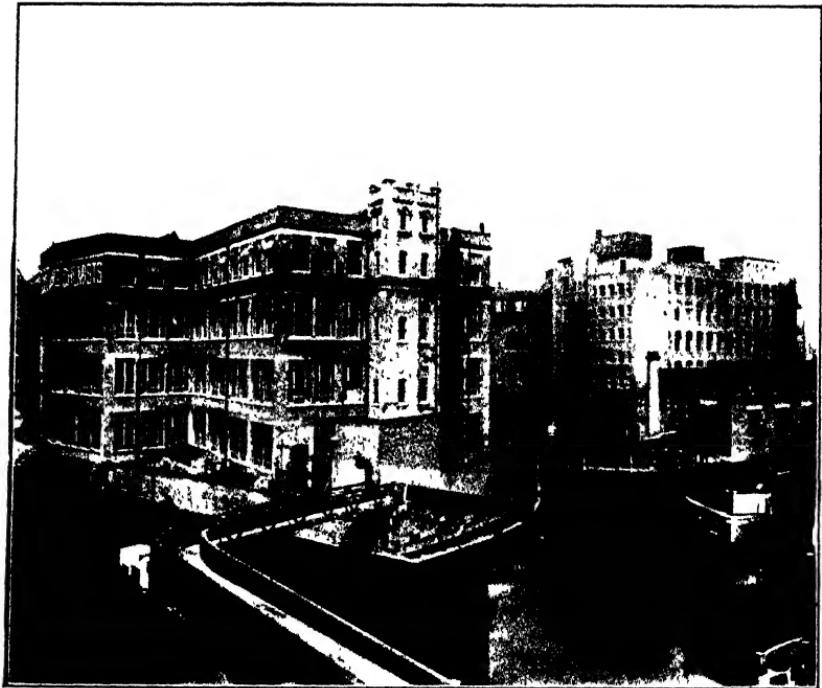
Leaving the central office the visitor has a choice of half a dozen huge factories and warehouses to inspect. One of the most interesting, perhaps, is the Island Street establishment, where pharmaceutical preparations are made in such quantities and in such varieties. This is a world storehouse, and a veritable temple of science, for drugs are here gathered from every clime, and prepared with the closest care and skill for the use of the people. On the one hand are hogsheads, cases, tins, bales and carboys of goods from every quarter of the globe—gum from the Soudan, senna from India, opium from Smyrna,

figs from Asia Minor, and rhubarb from China—while on the other hand are carefully adjusted balances that weigh to some infinitesimal portion of a grain. To the visitor not versed in matters technical, it is a place of wonder and amazement; to the initiated it is a place of delight. The floors are red tiled, the walls of white glazed brick, and everything is spotless, while the broad ample windows light up the lofty rooms in the brightest fashion. There are vacuum pumps, still, boilers, heaters, mixers, centrifugal machines for drying crystals, conveyers, travelling cranes, and a multitude of other devices all controlled by electricity. There are drying chambers, presses, retorts, experimental laboratories, testing laboratories, *materia medica* cabinets and scientific libraries. At this establishment are tested samples of all the goods purchased by Boots, and before a certificate of quality is issued none of the goods are taken into use. Tests are also made of materials at all stages of manufacture, so that every preparation shall reach the public perfect in condition.

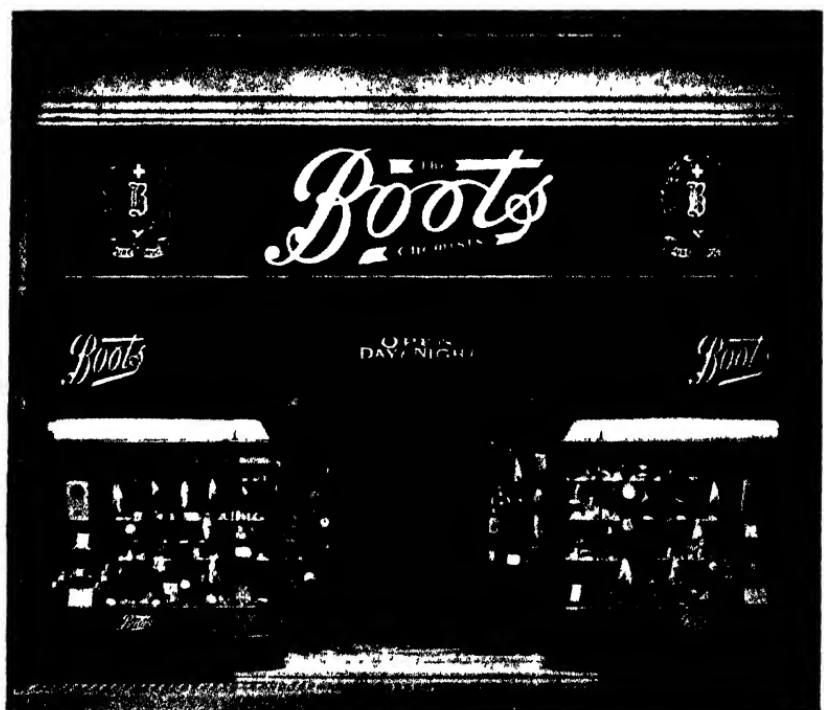
Huge sums of money have been expended recently upon additional buildings and equipment for this department, as the firm is providing for the more extensive manufacture of fine chemicals and medicinal preparations formerly made in large quantities by German chemists. In this connection it may be mentioned that by the production of identical or superior articles Boots have supplanted the German made sanatogen, aspirin, formalin, formamint, uropine, lysol, eau-de-Cologne and grease paints.

Bottle-washing and drying apparatus, filling, corking and capsuling machines are a feature of one portion of these premises. Lists are everywhere in evidence for the conveyance of goods; there is a synchronized clock on each floor; there are large packing rooms for dry goods, and others for wet goods, and an army of white-coated girls busily carries on the work here, aided by ingenious counting, weighing, and filling machines.

The time has not long passed—though it has gone for ever—when nastiness was deemed essential to physic. There was a sort of popular tradition that the more unpleasant the dose, the greater its efficacy, and for many a generation human kind held its nose while it painfully swallowed disagreeable draughts of sickly green colour



A NOTTINGHAM FACTORY



A "BOOTS" SHOP

To face page 249

and nauseous odour. This is changed. The scientist now prepares medicines in the most palatable form. Oils are emulsified, and all the virtues of the drug, bitter and repellent by nature, are now by careful art contained in an attractive sugar-coated or gelatine-covered pill or capsule. The department where Boots prepare medicaments in these forms is one of revelation. Drugs are bruised and pounded in mechanical mortars and ground and mixed by ingenious machines while all the old-time savour assails the nostrils. A special air-purifying and ventilating system is installed, and the operatives wear respirators when handling the more potent and disagreeable materials.

Pill mass is made by the hundredweight for the pills in most general use. This is placed in a machine which forces it into cylindrical moulds, cuts it into suitable sizes, rolls it, subdivides it and rounds it. Then the pills pass through a series of gauges by which any not of exact size and shape are rejected. They are then placed on drying trays, and subsequently conveyed to the coating machines, where they receive a thin soluble coating of chocolate, sugar or gelatine. After a further process of drying they are counted by machinery and packed. Each machine turns out thousands and thousands of grosses per day, all of accurate dosage, and all of perfect purity. From beginning to end the processes are carried on by machinery, and every hygienic consideration is observed, while certain machines are isolated for special work.

But it would be too tedious to attempt to describe one-half of the ramifications of this giant enterprise, or to speak of its manifold productions and activities. Sir Jesse Boot was knighted in 1909 and continued the romance of a wonderful career—every city having a monument to his enterprise in one or more of the magnificent retail branches that distribute not only the products of the great factories at Nottingham, but also of the productions of all other manufactures for which there is a demand.

It is but natural to expect that the retail branches controlled from headquarters so noted for excellence should themselves be attractive and efficient in the highest degree, and such is in fact the case. Boots' branches throughout the country are every one under the management of a qualified chemist, the absolute purity of all

preparations is guaranteed, and both the general dispensing and that done under the Health Insurance Act are subject to the strictest checks as a preventive against the possibility of error, so that all prescriptions are entrusted to Boots with perfect confidence, and all purchases made from Boots ensure satisfaction. Moreover, good conditions of life encourage amenities in general conduct, and the clients of Boots are met with every courtesy, and all members of the staff give their best service with cheerfulness and alacrity. At the larger centres Boots maintain quite a fleet of motor vans, and purchases are sent with the utmost speed to the customer's address. Boots, too, sell the products of all manufacturers as well as their own, so that whatever each client wants Boots gladly supply.

Some of the larger branches of Boots merit a visit by reason of their architectural excellence, and their varied display of goods. Inspection is welcome, and visitors are not importuned to buy. These places are of distinguished attractions, with the cosiest and handsomest of cafés attached. At Princes Street, Edinburgh, the decorations include a series of beautiful sculptures of the principal figures in Scottish history; at Winchester, Salisbury, Peterborough, Birmingham, Kingston-on-Thames, St. Albans, and other branches, the statuary presents celebrities of local associations and national fame. These, and a host of Boots other stores, such as those at Gloucester, Shrewsbury, Southend, Eastbourne, and—last but not least—Regent Street, London, are some of the handsomest, not only of Boots six hundred stores, but of any stores throughout the kingdom.

It is a far cry from the small shop at Goose Gate, Nottingham, where Sir Jesse Boot commenced his business career, to the handsome stores and huge warehouses he now controls. The business advance, speedy and persistent, year after year, bears tribute to the patient energy and strict integrity, the courage, knowledge, ability and liberal outlook, the sound principles and the boundless enthusiasm of Sir Jesse Boot, who now sees even in this abundant progress and vast accomplishment, not the end, but the first fruits of a development the future extension of which will realize more richly the plans upon which have been bestowed the powers of a genius tireless and indomitable.

WHITELEYS



THE LATE MR. WILLIAM WHITELEY

To face page 253

WHITELEYS

THIS is the romance of a little shop opened by a draper's assistant with a capital of £700, within the lifetime of many readers, and which was sold thirty-six years afterwards for £1,818,600.

The younger generation have little idea of the wonderful changes that have occurred since their fathers were boys, and the latter have become so accustomed to changed conditions that it is only when they become reminiscent that they realize how greatly things have altered during sixty years. In 1863 Lord Palmerston was Prime Minister of England, and Abraham Lincoln President of the United States. Slavery had just been abolished, and the Civil War was at its height. In that year Queen Alexandra came to England as the wife of the future King Edward VII. While all this was happening a young draper's assistant from Halifax, in Yorkshire, was working in the fancy ribbon department of a London draper, and putting by every penny he could save in order to start in business for himself. He had now saved £700, and began to look around, making inquiries from travellers who visited the shop where he was employed, and others, as to which neighbourhood offered the best prospects. On one point they were all agreed, however much they might differ on others. It must not be Westbourne Grove. This aroused the curiosity of the thirty-three-year-old assistant, and he determined to investigate for himself in his spare time. He noted the prices of goods, and saw that they were dear. He stood for an hour at a time and counted the people that passed. In the end he determined that this was just the right location, and so with two girls as assistants, and an errand boy, he started in a 24 feet frontage shop at 31 Westbourne Grove. Mr. Whiteley used to tell the story of his first customer. When she came into the shop and made her purchase, he told her that she was his first customer. "Do you mind, then," said she, "if I offer up

a word of prayer," and the astonished tradesman having consented, she proceeded to do so.

Speaking of the business methods he adopted Mr. Whiteley wrote some years afterwards: "Although I began with so small a capital, I faithfully carried out the principle which I deemed so essential to success. In the first place, I paid cash for everything; and, secondly, I discarded the idea that it was a good advertisement to sell anything at a loss. I went along very carefully, indulged in no speculations, and was particularly energetic in my efforts to avoid waste. These were my main points in my methods of business and, I need hardly add, that no tradesman can hope to succeed who does not keep his word. He should never undertake anything which he cannot fulfil. If he falls into the temptation of promising more than he can accomplish, he may not only lose his customer, but may also lose all the business which that customer would have eventually brought to his shop, and indulgence in this habit of making rash promises has helped in the bankruptcy of what might have become big businesses."

The new shop soon began to be popular. Its prices were invariably lower, the young tradesman was more obliging than his neighbours. The latter came in to warn him that by selling at such prices he was not allowing himself a sufficient margin of profit, and that he was heading for the bankruptcy court. But it was they who found that destination, and not young Whiteley.

Retail trading in those days was very conservative in its methods. The ideal business was the snug little emporium in the fashionable street, patronized by exclusive people who were not too critical about prices. Few traders had realized then that many transactions at a fair profit were better than few transactions at an unreasonable profit, and that a trader might handle the very best merchandise and develop a huge general trade amongst all classes without losing the prestige some of the older exclusive houses so dearly prized.

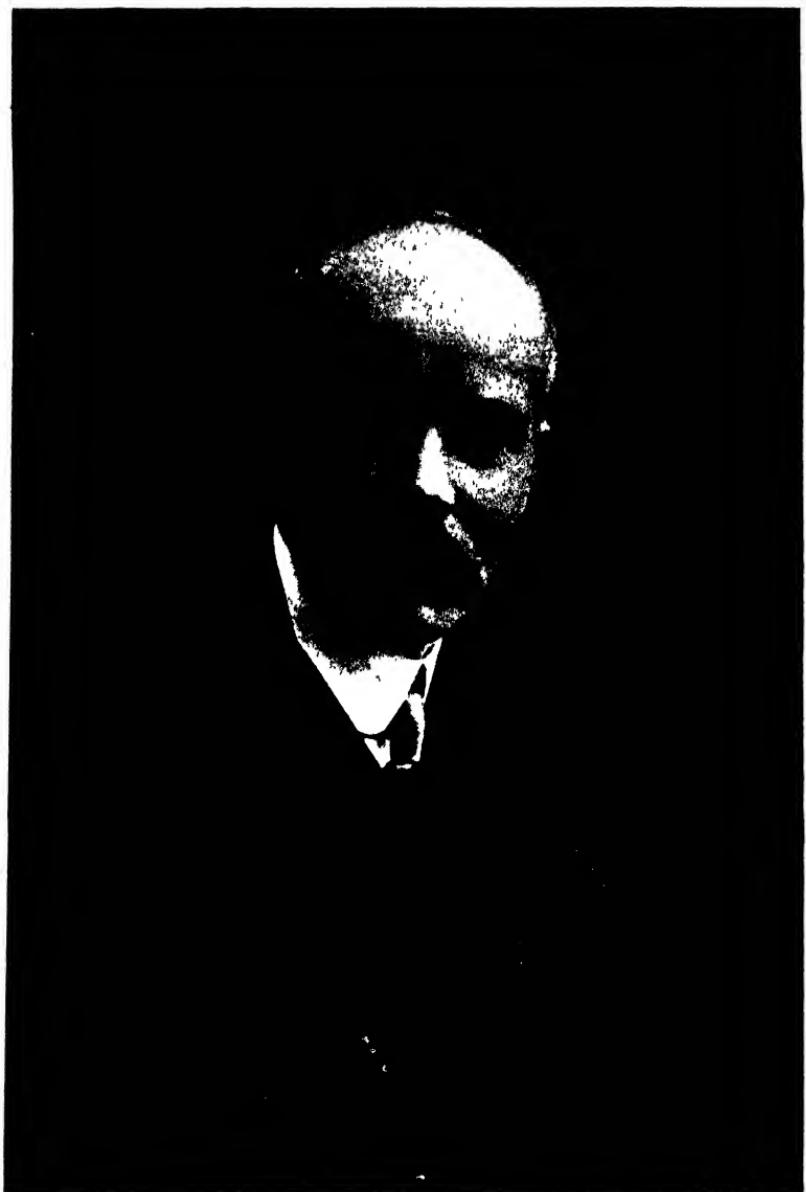
That seems to have been the underlying idea in the mind of Mr. Whiteley, and the business was developed with this point of view uppermost. It found its first expression, according to one of Mr. Whiteley's oldest colleagues, in his early expressed dislike of having to admit he did not stock any article a customer might want.

Working in his own one shop as a trader, and only stocking the goods a draper from time immemorial had handled, he would receive requests for various articles strictly speaking outside the drapery trade. Mr. Whiteley began to ask himself : " Why should I not get this article, or stock that, if the people about here demand it ? " And from that point his next stage was but a short one. He began to see buying and selling as a whole, with the same basic principles of selling behind every trading transaction. Because he had opened a drapery shop was no reason why he should only be a draper. Already his tiny shop carried stock that was technically outside the draper's province in the eyes of the conservative trader, and as that stock grew its variety became embarrassing. His drapery store was more and more crowded with goods difficult to show or sell on a drapery basis. The solution was another shop, and the separation of the stock. From that solution Whiteleys began to grow, and the Whiteley enterprise has not stopped expanding since the day when the founder of the business took a second shop. He had definitely adopted the store idea.

From drapery to furniture, from furniture to general hardware, from hardware to grocery, and from grocery to provisions—all these were steps in the advancement of the Whiteley business. Quietly at first, more rapidly as the soundness of his judgment was vindicated by the turnover, Mr. Whiteley took shop after shop in the street he was to make famous as a shopping centre. The number of his shop fronts increased, the variety of trades in which he was engaged extended, the roll-call of assistants in the multiplying business began to lengthen. Very soon after the beginning of his career in Westbourne Grove, we find Mr. Whiteley adopting a title by which he became famous. He had visualized the idea of becoming the " universal provider," and the title began to creep into his advertising. The conduct of the business more and more interpreted the spirit of the phrase. It became Mr. Whiteley's aim to supply anything the buyer could think of demanding. The little shop grew into the side of a street and became a row of shops. It overflowed into Queen's Road, and became another row of shops. Between 1863 and 1910, when a new period began at Whiteleys with a complete reconstruction of premises, the tiny business of one trade and two assistants had become a public landmark, covering

an area of over four acres, employing an army of assistants numbering six thousand.

In an interesting address to the visiting delegates to the Advertising Convention in 1924, Mr. John Lawrie, the Managing Director of Whiteleys, who since the death of its founder has been in charge of this vast business, said : " William Whiteley got hold of this shop and became the pioneer of the stores in the world. I know that John Wanamaker, in Philadelphia, opened his shop in 1861, but at that time it was only a shop for men's clothing. A. T. Stewart opened his shop in New York earlier, but he dealt only in lace goods. William Whiteley was the first to get this store idea into his head, not with drapery only, but with everything under the sun. Whiteley earned that title which is famous throughout the world, 'The Universal Provider.' He went in for everything that man, woman, child or animal could require, and from the beginning he was successful. Through this idea of Whiteley's, this store business grew from a small store in Westbourne Grove, right away from the shopping centre, and made him famous throughout the world. He had nothing to guide him but his brains and energy. You have some wonderful stores over in America, but in this store in London we go in for everything. They ask us for a 'best man' for a wedding; we pick out the finest-looking man in the store and send him. It is quite an ordinary thing for us to send a man for a missing guest. If you are here for a few weeks you will probably run across one of these men ! We have fine-looking men here we send out as dancing-partners—so look out, young ladies ! Mark Twain was quite familiar with this building and store, and a friend of mine who knew Mark Twain very well tells me that some years ago when he came here he wanted a country house ; but I had better read it out : ' When Mark Twain came to London sixteen years ago, the first question he asked was : " How is William Whiteley ? " and when told Mr. Wm. Whiteley was dead, asked, " How is the business ? " ' Mark Twain told a symbolic story of the Whiteley of that day. When he wanted a house of his own, he was recommended to Whiteleys, who provided everything. " Someone came round and packed our goods, and had a brougham ready, and put us in the train. When we got to the station in the middle of the country we were driven to a country



Mr. JOHN LAWRIE

To face page 25

house where servants provided by Whiteleys made us comfortable. It was a beautiful life, and I was sorry to leave. Whiteleys is the most delightful experience I have ever had." "The very last time Mark Twain came to England it was the day of one of our fashionable races. He entered and went up to one of our managers and said: 'Is Mr. Whiteley about, or is the Manager about?' Then he said, 'Well, look here, what is going to happen? Have you seen the placards?' 'No.' 'Well, come with me and look at them.' Only two things were on the placards: 'Mark Twain Arrives'—'Gold Cup Stolen!' 'What are you going to do about it?'"

Whiteleys claim that they can supply everything from a needle to an ironclad, from a wedding-dress to a truck of coal, from a cambric pocket handkerchief to the furnishing of a cosmopolitan hotel, from a child's go-cart to a pantechnicon to remove you from one end of the earth to the other. There is no end to the functions this modern store undertakes. It stands as the home of fashion, and here, before everywhere else, one may see the most exclusive modes from Paris and the Continental centres. Whiteleys are not only universal providers; they are universal collectors for the connoisseur. Furs from the Poles, fabrics from every country, foods from every land, furniture of every period, the finished products of every art and craft and industry, jewels and gold and silverware, silks, satins, laces, tapestries, fruit, flowers, spices—the riches of the world—pour into Whiteleys, and only the best the world can give. The purchaser who had the money and desired to anticipate the future by opening a single account might guarantee, for any one he chose so to endow, every possible human need in housing, clothing, equipment, food, amusement, recreation, and travel in this one store. More, he might suit such a provision to a selected standard of income and base his estimate of typical needs on an outlay ranging from £150 to £150,000 a year.

William Whiteley carried his store to the point where it became a series of perfectly equipped shops, self-contained in many departments. The modern Whiteleys is a stately palace. The jubilee saw the great store housed in one huge home. The theory of a multiplication of shops has vanished. Late in October, 1910, the new régime was foreshadowed by the baring of a great site.

On that site has arisen a building as wonderful in its way as any of the dream palaces of the Arabian Nights. Not only is the building itself an artistic addition to the attractions of London, rivalling anything in the city's architecture; but the contents of the building are an endless source of attraction, because they reflect, as no other centre can do, the ever widening resources of the world's productivity. With the completion of the present building a new era of shopkeeping began—the theory of the shop as a vast museum, as an open show to which one might go not for the gratification of a conscious want, but as a tour of inspection, exciting wonder and pleasure. The world's produce, fabrics, furniture, food, are spread out before the visitors' eyes as national treasures are displayed in a museum. Whiteleys is a great open exhibition—one of the sights of London. The visitor may ransack its stately galleries from floor to ceiling without making a single purchase. The store is a place where visitors go not for what they want, but to find out what they need. The modern Whiteleys is content to make a profuse display and to appeal to the imagination. No salesman importunes visitors to buy. This palace of all the retail trades is a beautiful open market where the great aim is to interest, and the necessity of justifying one's presence by making purchases is never considered. The visitor does not go to the modern Whiteleys to buy a hat, a set of furs, or a piece of furniture. She goes to see the resources of the whole world and to receive suggestions showing how the world's resources may be adapted for the greater comfort of every individual home.

The theory of the open shop carried into splendid practice is perhaps the greatest educational factor in London at the present moment, doing more than any other combination of influences to raise the standard of the world's tastes.

PEARSONS



MR. J. M. BATHGATE



(Photo by J. Russell & Sons)
MR. P. W. EVERETT

To face page 261

PEARSONS

THIS story begins about forty years ago with a youth of seventeen or eighteen years of age, the son of a country vicar, riding an old-fashioned high-wheel bicycle twice a week from his village to the nearest town in order to get information from the public library for a literary contest in a weekly publication, the prize being a position at two pounds a week. It ends with—no, the end is not yet—for the spirit of Cyril Arthur Pearson goes marching on. He lives yet in the Fresh Air Fund and in St. Dunstans, and the great publishing business which he founded is still carried on by some of those who were associated with him in the beginning and shared in the difficulties and contributed to the success which he ultimately achieved.

The young bicyclist won the competition and started at George Newnes working on the periodical *Tit-Bits*, in which he had gained the competition. Here he remained for nearly six years, making such rapid progress that at twenty-four years of age he was earning seven pounds per week, quite a good salary in those days. Still the ambitious youth was not satisfied. Peter Keary, one of the most brilliant of journalists, who died at a comparatively early age a few years ago, and was with Pearson at Newnes, writing in the one-thousandth number of *Pearson's Weekly* said: "It is the story of how we started *Pearson's Weekly*. A little more than a thousand weeks ago there was a young man who became restless in the work he was doing. He had that greatest attribute a young man can have—confidence in himself.

"He was then twenty-four years of age, was the manager of *Tit-Bits*, and was working something like fourteen hours out of each twenty-four, managing the business, reading, writing, and thinking.

"He was earning £7 a week, quite a good salary for a young man of twenty-four.

"Then he asked for an increase and was told, perhaps unwisely, certainly unthinkingly, and as events turned out untruly, that his services would never be worth more than £500 a year. So thinking he knew that he could 'get on' he 'got out.'

"He was ripe for a great adventure, and he embarked on it.

" C. Arthur Pearson started *Pearson's Weekly*.

" There is something sublime in the courage of youth, and this young man cast off the successes he had already made to go out on a big endeavour. How big the courage required, how great the difficulties to face, may be estimated when I tell you that before *Pearson's Weekly* was started over three hundred ' popular papers ' of the same kind had appeared and failed.

" As I turn over the pages of the first number of *Pearson's Weekly* now, I wonder it, too, is not numbered amongst the dead. It is solid in the setting, solid in the contributions, no lightness and little humour throughout, and, most amazing to think of now, no serial story.

" I remember the editor, the father, of it turning to me at midnight when this first number was running on the press, and saying : ' I'm afraid its too " heavy " and " solid " looking.'

" But it was too late to do anything then. Our ugly duckling had to go out into the world and take its chances.

" We printed 250,000 of this first number. Mr. W. T. Stead had blessed us in some few fine paragraphs in the *Pall Mall Gazette* which were copied by nearly every paper in the country, and did us an immense amount of good.

" But we overestimated the value of this puff. Our difficulties started when we tried to fire the newsagents with our own enthusiasm. All the ugly features of our bantling were pointed out. His colour was bad. He was too big for his age. We were reminded of the previous death-rate, and so on.

" I have said we printed about 250,000 copies of No. 1. We actually sent out for sale considerably fewer.

" A week later we began to get further discouragement, and in giant doses.

" The unsold copies started to come back !

" They came back slowly at first, then in parcels, and then in bales. They crowded out our four small rooms, and we had to store them some days later in the passage ways.

" We cut down the orders for the succeeding numbers to very fine figures. But still the one thing we saw, the one thing piling up mountains high, was the bales of unsold copies.

" Thus it went on for a number of weeks, and all the time there ran out a stream of money for the support of the feeble but determined infant.

" And we, who were nursing this infant, had to appear

—that was imperative—lively and amusing; we had to appear elated with success even when we were rubbing noses with defeat.

“ Meanwhile, of course, we had gone on improving the paper. It was certainly getting better known and better liked. The great trouble was that the cash-box was nearly empty—and printers and paper-makers are so built like other people, that they were shy of giving us too long credit.

“ Could we hold out a week or two longer?

“ As things stood, one day, *Pearson's Weekly* was going to fail us when it was a sure success.

“ We got distressed, and we couldn't sleep when we worried over the number of apparently intelligent people there were in this country who got along comfortably, and indifferently, without purchasing our paper.

“ By the sixth or seventh number we knew the weekly was right, and we knew that the people who were not buying it were wrong in not doing so. But still the smallness of our bank balance was a haunting nightmare.

“ Just then we struck a streak of luck. A good friend came to the rescue, and we turned the corner. We slept peacefully then and drew our overdue salaries.”

Mr. Pearson himself writing in the same issue tells some of his earlier experiences. “ Turning over the pages of the first issue,” he said, “ I find the best part of two columns devoted to each of the following subjects: ‘ Curiosities of Blindness,’ ‘ London Birds,’ ‘ Of Interest to Smokers’ (Curious Pipes), ‘ Does Education Diminish Crime?’ ‘ From Torch to Electricity; the Story of Domestic Lighting.’ ”

“ All of these, and half a dozen shorter articles, I wrote myself, but all did not appear for the first time in *Pearson's Weekly*, for I had in my evenings been a regular contributor to the *Evening Standard*, and some of them had been published in that paper, with which, curiously enough, I am now so closely associated.

“ Still, despite the weightiness of its contents as compared with the *Pearson's Weekly* of to-day, the paper was bright enough as things went then, and I for one deplore the change in public taste which has led to a preference for less informative matter. In those days one of the most popular features of the paper, and to me always quite the most attractive, was a page called ‘ Questions Worth Answering,’ which was really a weekly general knowledge examination paper, and in the case of which

quarterly prizes were offered for the most intelligent answers.

"It is hardly necessary to say that though the progress made by the paper was rapid, it was not accomplished without much hard work and a very considerable expenditure. All of us worked every minute of the day and night except when we were eating and sleeping.

"I personally made a tour of the entire kingdom, visiting every newsagent of importance, sleeping often in third-class railway carriages, and writing articles and stories while travelling by day to be posted back to Mr. Keary at the office.

"The expenditure necessary to force the growing business along came near to proving too heavy a burden to be borne, but I was fortunate in securing at the critical juncture the financial co-operation of Sir William Ingram, who became and has since remained, a considerable shareholder."

While Mr. Keary assisted Mr. Pearson on the editorial side, and these two in fact constituted the whole of that department, the business end was in charge of Mr. J. M. Bathgate, a young Scotsman who with a typist, a packer, and an office boy made up the entire staff. Mr. Bathgate, with characteristic modesty, has never been so much in the limelight as Mr. Pearson and Mr. Keary, and only those behind the scenes know how much Pearson's is indebted to him for his shrewd management not only of the finances but also of the production of *Pearson's Weekly* and the other periodicals and magazines issued by the firm both in those early days and in more recent years, for Mr. Bathgate is the only one of the original Pearson trio left and still is the General Manager of the business. Speaking of the early days, Mr. Bathgate said: "The business staff numbered two and a half out of seven—myself, a packer, and half of the office-boy, and that half was not the head and shoulders half. In those days the methods of production were more cumbersome than at the present time; for instance, the composing department had to set up the type by hand. The printing department had to damp the paper before printing, and the binding department had to fold, put on the cover, and stitch by hand. Nowadays the type is set by machinery, the damping process has been dispensed with, and the covering, folding, stitching, and counting is done by the printing machine.



MR. F. J. LAMBURN



MR. E. T. NIND

To face page 26^s

"During the thousand weeks of our existence I have had many peculiar experiences, but again space limits me to one. During one of the influenza scares Mr. Pearson came into my room and said, 'Bathgate, you must get a corner in eucalyptus at once. I see that a famous physician says that it is the best preventative of influenza, and if we can only get enough to soak an issue of *Pearson's Weekly* with it we shall get a big boom.' Now at that moment I had no idea where eucalyptus came from, or where it was to be bought, except in small quantities from the chemists; however, I went to a friend of mine, who was in the chemical manufacturing line, and with his assistance bought all the available eucalyptus, and I have no doubt a great many of the present readers of *Pearson's Weekly* will remember the result.

"The difficulty was to impregnate the paper with eucalyptus. First of all we tried eucalyptus in the damping machines which were used in those days, but the oily stuff floated on the surface, with the result that a small portion of the paper absorbed it all, and the rest had to go without. Finally, after many experiments, we found that the only plan was to syringe the papers with eucalyptus, so two hundred commissioners were engaged, and armed with little scent-spraying bottles, sprayed the paper as it went through the operations of printing, folding, binding, and packing. The result of this was that each copy was impregnated with the strongly-smelling eucalyptus. You could detect its presence on the bookstall from any part of a railway station.

"The rush to buy copies was immense, and our output of that number was only limited by the amount of eucalyptus I could lay hands on. We bought up every ounce of it in the United Kingdom, and though it was very costly, the advertisement secured was more than worth the large expenditure involved. Scores of thousands of people went about for weeks with a copy of *Pearson's Weekly* buttoned into their waistcoat or dress.

"Subsequently we were deluged with offers to supply us with preventatives for all kinds of infectious and other diseases."

There are, however, three other names associated with the very earliest beginnings of the Pearson romance, one of whom really belongs to the actual start, for Mr. Edwin T. Nind actually wrapped up the first copies in the advertising agency where he was then employed, and

from which he joined the Pearson staff soon afterwards. It is hard to realize that this ever-young and one of the most popular men in the realm of advertising has had charge of that department for the long space of thirty years and so contributed so much to the financial success of Pearsons. Mr. P. W. Everett also joined the organization soon after its conception and is still as active and energetic as ever in control of the various weekly and monthly magazines. For twenty-two years he has been a Director of Pearsons and seventeen years ago was appointed Assistant Managing Director. In 1916, after the death of Mr. Keary, he was appointed Joint Managing Director with Mr. Bathgate, being responsible for the editorial side as the latter is for the business management, positions that they still hold.

The fourth of the quartette associated with the enterprise since the very beginning is Mr. F. J. Lamburn who, starting soon after the paper was launched in 1891 as shorthand clerk, became Mr. Pearson's private secretary, wrote stories and articles, was trained in journalism by the "chief," and later became editor of *Pearson's Weekly* and Assistant Editorial Manager of the other publications. He has specialized in the publicity stunts and big competitions that have been features of the weekly and monthly papers.

These four are still, notwithstanding inevitable changes in financial control, in charge of the management of its destinies.

The rest of the story is too well-known to need re-telling. Of Sir Arthur's excursions into newspaper proprietorship is no part of the romance of Pearsons. The wonderful work of the Fresh Air Fund he inaugurated is, however, part of the story, for it is indissolubly associated with *Pearson's Weekly* and the Pearson Magazines. On the bravery and cheerfulness with which he met his approaching blindness and of the practical sympathy it produced in the great work of St. Dunstans there is no need to dwell. Nor is it necessary to tell a British public the story of the development of *Pearson's Weekly*, *Home Notes*, the *Pearson*, the *Novel* and the *Royal Magazines*, *Woman's Life*, *Woman's Weekly*, *Peg's Companion*, the *Smallholder*, and other prosperous publications. They are the continuance of the romance week by week and month by month, with the original colleagues of Sir Arthur Pearson still at the helm.'



MR. JOHN CASSELL

To face page 267

CASSELLS

CASSELLS

IN the year preceding that on which Queen Victoria ascended the throne, a "young, bony, big and uncultivated" young carpenter of twenty years of age walked all the way from his home in Manchester to London, not having the money to pay his fare. He had come under the influence of the pioneer temperance reformers of Lancashire, and the young stripling embued with enthusiasm for the cause gave temperance addresses in the towns and villages through which he passed in spite of the danger which such advocacy often entailed. In a fustian jacket and wearing his carpenter's apron, the young enthusiast attracted the attention of his audience by means of a watchman's rattle, and told his story in the broad vernacular of his native county. He had, however, begun a course of self-study to make up for his deficiencies in education and to qualify himself for the work he had undertaken.

For some two years after his arrival in London, John Cassell earned a somewhat precarious living as a temperance lecturer, chiefly under the auspices of the National Temperance Society on whose behalf he travelled in various parts of the country. In this way he met in Lincolnshire, Mary Abbott, a lady a few years his senior, and whom he married in his twenty-fourth year. She was a lady in full sympathy with his work, well-educated and refined, and apparently of some means, for shortly afterwards we find them settled in St. John's Wood in an elegant and refined home (his old mother joining them from Manchester), taking an active interest in local, political and church affairs, and entertaining largely.

The young enthusiast had in the meantime embarked in the tea and coffee business more or less as part of his temperance propaganda with establishments at Coleman Street, Abchurch Lane, and 80 Fenchurch Street, and these were kept up until some time after the publishing business had attained to considerable magnitude. It was

after he had been engaged in this business alone for two years that the idea of issuing cheap publications for the enlightenment of the people first occurred, the first publication being the *Teetotal Times* and the *Teetotal Essayist*.

In the year 1847, when John was thirty, the death occurred of his Uncle William, an eccentric character, who for some years had acted as manager to a wholesale stationer in Poultry, at the bottom of Cheapside, and who left his nephew a rare collection of books, political squibs and newspapers which all added to his growing zest for literary work.

The following year saw the birth of *The Standard of Freedom*, a more formidable enterprise, for this was a fully equipped weekly newspaper, at fourpence halfpenny a number, each bearing the penny Government stamp and its cost further increased by the heavy paper duty. He now secured himself a printing office and began to plan a new departure on behalf of the working classes, and the *Working Man's Friend and Family Instructor* made its appearance in the first week of 1850. The design was a bold one for those times, but it was so admirably carried out that the volumes of the periodical will be found to have an interest even for readers of to-day. The class appealed to was no doubt a difficult one to reach on account of their prevailing ignorance, but the venture appears to have been strikingly successful, and many besides working men gave a welcome to the thirty-two closely-printed crown 8vo. pages—for the most part in double columns—given for a penny. The publishing house for the time being was at No. 335 Strand, and from the first John Cassell was his own printer. It was a singular venture, bespeaking the character of the man who made it. "The fact that John Cassell, when he embarked in the trade, was an utter ignoramus so far as publishing was concerned, is in itself incontestable evidence both of his business capacity and his indomitable perseverance," says *The City Press* for August 27th, 1892. "Just as the late Thomas Cook had, at the outset, no idea of becoming a tourist agent, so in like manner, when Cassell started in life, the thought of entering the trade in which he was to make his mark had not so much as crossed his mind." The same writer says that to a great extent "the history of

the cheap press is the story of the rise and progress of the great publishing firm of Cassell & Co. John Cassell, the founder of the firm, led the way, and there have followed in his wake many others who have similarly benefited the public and enriched themselves. The struggle at the outset was a hard one, but energy and perseverance broke down all obstacles, and John Cassell, before he passed over to the majority, had the satisfaction of seeing the dream of his life fully realized in every single particular.

When *The Working Man's Friend* had completed seven volumes, a new series was commenced, the size of the page being increased to quarto so as to admit of large pictorial illustrations being introduced. The first Great Exhibition was then being held, and thus "Glimpses of the People of All Nations" was made a leading feature of the new issue.

At this date John Cassell did not altogether eschew politics, and on examination it will be found that he was sufficiently advanced to be put down as a purveyor of "revolutionary literature" by the *Quarterly Review*. On September 20th, 1851, an article appeared in *The Working Man's Friend* on "The People and the Parliament"; and in connection with a petition for reform it was stated that "anything short of household suffrage, universal suffrage, as the case may be, will greatly disappoint the majority of non-electors."

Judging from what he published concerning it, John Cassell was an enthusiast in the matter of the Great Exhibition of 1851. The late Prince Consort had no admirer who more ardently entered into his aspirations than the young publisher. He appears to have sold forty thousand of each monthly part alone of *The Illustrated Exhibitor*. Then his *London Conductor* at a shilling circulated between thirty and forty thousand. At the same time the volumes of *John Cassell's Library*, embracing history, biography and science, were a great boon to working men who were thirsting for information on subjects which had hitherto been out of their reach. The appearance of such a series of books at sevenpence a volume seemed to mark the opening of a new epoch in cheap literature. We find also that John Cassell published four almanacks for 1852; while his weekly newspaper, *The Standard of Freedom*, claimed to be

"one of the most talented and vigorous advocates of Liberty, Commercial, Political and Religious."

Just eighteen years before the Education Acts of 1870 became an accomplished fact, the world may well have been startled by "John Cassell's System of National Education," which the projector declared he proposed to establish, "without asking for any special Act of Parliament," or any other favour from the Legislature beyond the repeal of the duty on paper. In this singular way, on April 3rd, 1852, was commenced the weekly issue of *The Popular Educator*, which has retained its popularity from that day till the present time, and which represents a really great enterprise. The original editor was Professor Wallace, of the University of Glasgow, who was assisted by a staff of specialists in their several departments. Before the era of Board Schools *The Popular Educator* supplied a great want, and its popularity would appear only to have increased since the establishment of a system of national education. Successive editions have appeared, each being an improvement on the other, the last being in eight volumes of an improved size. It is a cyclopædia of education for any determined student. Its merits were at once appreciated. Testimonials poured in from statesmen, clergymen, headmasters, and men in every rank of life; and Mr. Robert Lowe (Lord Sherbrooke), in an address on education at Halifax, singled it out for special praise in words that are worth quoting: "A man who has read and thoroughly knows the contents of this work is a man who will understand the greatest part of what is going on around him, which is a great deal more than can be said of the best Greek or Latin scholar, or even the accomplished lawyer." Perhaps there was nothing which John Cassell ever issued of a purely educational kind which yielded him more satisfaction than this work.

In the middle of July the old house at 335 Strand was vacated, the works being removed to No. 9 La Belle Sauvage Yard, Ludgate Hill. This move, as we look back upon it, appears to have opened up, as it were, a vista of new possibilities to the indefatigable publisher, who felt that he had a mission, but who in the nature of things could not see whereunto the work would grow to which he had set his hand.

Great changes were now about to take place, and



LA BELLE SAUVAGE
"THE YARD" TO-DAY

To face page 2

changes of a kind which no one could have foretold; for then John Cassell's future partners, Messrs. Petter & Galpin, first came upon the scene. Mr. Thomas D. Galpin was the first of the two newcomers to make the acquaintance of the ex-teetotal lecturer. At that time Messrs. Petter & Galpin were ordinary printers, who occupied a portion of *The Times* office in Playhouse Yard, and they were able to utilize the steam power of the great journal for working their own machines. A great enterprise, *Cassell's Illustrated Family Paper*, was commenced on the last day of 1853. This venture proved to be a very great success, and at the same time the issue was going on of the reprint of "Uncle Tom's Cabin," which also became a favourite on account of the attraction of Cruikshank's illustrations. The growing popularity of these works, and his many other serials, required a greater number of printing machines than John Cassell had at his command; and thus it came to pass that on a certain day in the early part of 1854 Mr. Galpin called at what was then No. 9 in Old Belle Sauvage Yard, to inquire if his firm could undertake any of the printing of which John Cassell seemed to have a perplexing abundance. That interview is still remembered as having been of the pleasantest kind; and when Mr. Galpin rose to leave, his new acquaintance rose also; the two walked together up the old Yard to the archway at Ludgate Hill, where before parting the young publisher put his hand on his friend's shoulder and remarked, "I will not only give you plenty of printing, but one of these days I will make your fortune."

The rest of the romance of the House of Cassell is well known. Its founder died in 1865, at the early age of forty-eight—the raw youth of twenty having in twenty-eight years accomplished so much and laid such firm foundations. The traditions thus laid have been and are being maintained during all the subsequent changes of proprietorship and management, and while the activities of the house have naturally been extended there is still a reverence for John Cassell in "the Yard," and his influence is still felt and shown in the character of their leading publications.

GAMAGES



MR. A. W. GAMAGE

To face page 1

GAMAGES

IF the visitor seeing London forty-seven years ago had included the old houses in Holborn in his itinerary he might have crossed the road and on the opposite side found a little hosiery shop just started by two young fellows with more brains and ambition than capital. The fittings had absorbed £8 of their joint wealth, and to economize the room at the back or the shop was let at 7s. 6d. per week. The total takings for the first two weeks was £45; the first year was £1,632, and they paid £220 per annum rent. On the counter was a card with the prophetic legend "Great oaks from little acorns grow." To-day that establishment is itself one of the sights of London, known to every boy and girl and nearly every man and woman in the metropolis, and to hundreds of thousands in all parts of the world. Above the vast pile of buildings that contains almost every kind of merchandise the world produces proudly floats a large flag bearing the inscription "GAMAGES."

The romance (for such it is) of the House of Gamage began in 1878, when A. W. Gamage, then a salesman in one of the drapery houses, took a watch for a friend of his to a shop in Holborn to be cleaned. When he returned for the watch the jeweller started chatting with him. Commencing with watches the talk drifted to shops, and the watchmaker pointed out the necessity in that district for a hosiery establishment.

A nearby shop was to let for £220, with a premium of £80 for lease. The young man had exactly half that amount saved up, but knew where he could borrow £35 more. Many sleepless nights he spent after thinking of the suggestion. He knew that everyone has an opportunity at some time. He wondered if this was his. Speaking to his fellow-salesman and friend, he persuaded him to make the venture. The joint capital was £150. Of this one-third was paid on account of premiums, and another £8 expended upon the fittings.

Then the real troubles began. Wholesale houses were not disposed to give the two young men credit. In fact, they positively refused to do so.

The day of the young man was not yet. Finally, one house, upon the recommendation of the young men's former employers, warned them of the danger of going into business without capital, and the sure precipice of competition for which they were going head-first. "Go back to your old place, and your former master will pay you whatever you have already invested," they were told. "No," declared Gamage, "we have started, and we are going right along, and we fight until we own the building." Influenced by his determination, the wholesaler changed his mind, and gave them enough credit to open with. They had a little room at the rear of the shop in Holborn, which they let out at 7s. 6d. per week. Exactly what they were paying for a room to live in. The man of to-day will wonder how the boys, for such they really were, did it, when he learns that they decided that 6d. was all that could be afforded for breakfast. Then a cloud spread over them. The tenant left, and that decreased their weekly takings by 7s. 6d. Economy became necessary. They did it by scamping some of the furniture which they put in the back room, and then lived there themselves. The books showed that their living expenses on weeks when they had a few luxuries reached 14s. a week.

Wire hair brushes became a fad about this time, and most of the shops were selling them at 2s. 6d.

The Holborn window was filled with these brushes—at least, it looked to the layman as though it were filled—and a well-written card astonished the passers-by, announcing that these brushes were on sale for 1s. 6d. each. This was the first step towards following the policy which has since actuated Gamages, and to which its unprecedented success is mainly due.

It was the policy of offering the public goods identical in quality with those to be obtained at the best houses at much lower prices. The brushes went, and so rapidly that the cash-book looked really healthy, but the other shopkeepers smiled as they prophesied that in three months the new firm would cease to exist. But instead of that the place had to be enlarged. It was cheaper to buy a set of carpenter's tools than to engage workmen,

and so the work was done after the shop was closed, and the other people were taking either rest or enjoyment.

A little book which Mr. Gamage treasures very much to-day was the day-book, cash-book, ledger, and other details of those days. It shows that the first week's business brought in £24, the second £21, then £40 and £36, with one day's receipts down to a sovereign. This was a very snowy day—March 21st, 1878—and all of this was received after six o'clock in the evening.

The first three years' results were £1,632, £1,850 and £2,300, while the business has long since passed the million mark.

After the two young men had been in partnership three years, Mr. Spain became engaged to be married. He determined that the business was not big enough to support two families, and presuming his associate would follow his lead sooner or later, asked Mr. Gamage to buy his share. This he valued at £400. According to their first arrangement, the matter was put to arbitration, and the half interest cost Gamage £25 more than he had been asked, or £425. From then until now it is part of the history of London, and the number of alterations and extensions which increased business has made it necessary for the House of Gamage to make has made it one of the outstanding business premises in the city.

Shortly before the immense place was formed into a limited liability company, the back of the show windows were torn out, and the windows in all truth became show cases; and the door through which millions had passed led to a box tunnel leading into the shop proper. Except for the number of builders' carts in the neighbourhood one would never have thought that all around the place where so much business was being transacted, was being built a large shell or frame of masonry, and iron to support it, and give more scope to the sales, which were doubling and trebling as rapidly as the enlargements would permit.

Extensions became necessary, and within a few months the historic old scene of Dickens made way for the Show Place of London, the Mecca of all shoppers. From a few socks and ties has arisen the emporium where everything needed is to be found.

It soon became the headquarters for all cricket and bicycle supplies, and is now the mart where one may

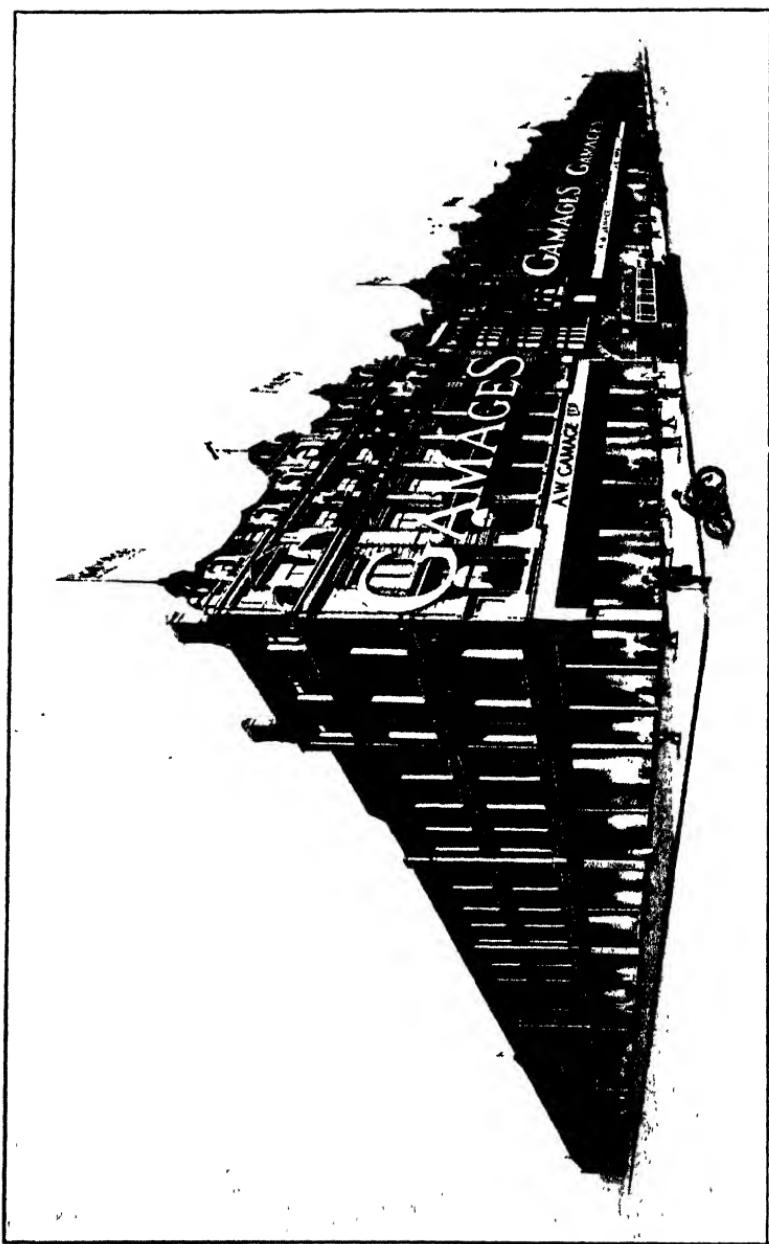
select a motor-car or have it repaired. Where once it was possible to buy a garden trowel is now the headquarters for mowing machines, seeds, bulbs, etc.

A more befitting successor to buildings grown dear to the heart of the Londoner through their association with Dickens could not be found.

The names that were in the books years ago are still amongst the list of customers. The added pages show that as different departments have been added so must these customers have ceased purchasing somewhere else, and come to Gamages for the newly acquired stock. Having heard much about the low prices charged for things at this wonderful establishment, an interviewer ventured to ask Mr. Gamage how he could afford to do it. "By buying right," was his quick reply. "There is no trouble too great to deter me from reaching the makers," he continued. "That is the only way to get at the lowest figures, and that is how I am able to give the customers the benefit of saving in cost." Mr. Gamage is full of interesting stories of adventure in following up this belief of his life. He has travelled over every country in Europe and been to the most remote corners in America. He was confronted by a blizzard whilst in the wilds of Michigan locating the maker of a toy gun, and had his ears frost-bitten whilst travelling in the cars to Chicago to see the novelties of the Sportsman's Show there.

In searching for the maker of a toy which he saw in an Austrian shop he had to travel overland for two days out of the beaten track, but, so he says, the pleasure of being the only shop in England to sell it was worth the trouble. Mr. Gamage has a very poor opinion of the merchants who depend upon their profits by charging extortionate prices for articles. He declares that "When a man trusts a dealer with his order, the dealer should protect his customer from that kind of robbery." He has demonstrated the fact that by keeping a watchful eye on the market it is possible to earn a big dividend by honest dealing and lower prices.

The American wholesaler half told the reason of the phenomenal success when he said, "Gamage is satisfied with small profits." Why only half told?—because, were it not for the fact that Mr. Gamage first considers quality, and then lowest price, his venture would never



"GAMAGES"

have reached the gigantic position it now holds. "To-day," Mr. Gamage says, "it is good goods and small profits that has kept old customers who have in turn brought the new." Mr. Gamage is right. An establishment cannot but be successful when the children want to go there to see the toys, and the ladies all want to go there to see the shoes and umbrellas; and the sporting men want to go to see the latest thing in bats or golf sticks, or launches; and automobilists to see the latest in car wearing apparel or supplies. For all this "going to see" means purchasing at Gamage's; for they have learned the secret of successful display, and one wants something whether he really does or not when he sees as he sees it there.

You will be enjoying the antics of live goldfish when, turning round, you will almost walk over the smartest fishing rod you ever saw. They have it with its hanging line and floater so realistic that you warm up to the situation of a hard fight with a fifteen-pounder, and the ultimate satisfaction of the best catch of the day.

You are possibly telling the salesman where to send it to when from a floor higher up comes the sound of a gramophone in the clearest tones you ever heard. For a while you want to believe there is a real concert going on; and when you do go to see, you find yourself among more records than you ever imagined were made for the use of everybody in the world. Quite likely that you will be surprised at the smiling and satisfied look of the bright salesman or pretty saleswoman you will see about. You wouldn't if you could only take a look into the dining-room for these employees.

They have the comforts of a first-class hotel, and the kitchens where their food is prepared are as clean as the saloon galley on a steamship.

But while Gamage's pride themselves on their low prices and attribute their success chiefly to this cause, there is no doubt that service has had much to do with it. As an illustration I may tell a story that came under my own notice. A lady just before Christmas had bought a rocking-horse for her little boy and was much distressed when late on Christmas Eve it had not arrived, and finding no response from the shop, telephoned to Mr. Gamage's private house, the address of which she found in the telephone directory. Before breakfast next morn-

ing Mr. Gamage had his car out, drove to the empty shop, got a rocking-horse, rigged himself up as Santa Claus and delivered the boy's Christmas gift in glorious style to the youngster's unbounded delight and the happy mother's complete satisfaction. How many such stories could be told I do not know, but it is such instances as these that demonstrate the value of "sentiment in business," and I am sure is not only part of the romance but also a large contributor to the success of Gamages.

The Gamage shop of to-day has more than two acres of floor space for the display of its goods. There is twice as much space occupied in the many unseen departments, which need to have just as much care and looking after as have the public end of it all.

Down in the basements the ceilings are covered with miles of pipes for the electric wires running to the plant that is big enough to supply the place twice over; and another plant in case of temporary breakdowns.

The post office for the firm's business is larger than many of the central stations in London, for it must be remembered that a large portion of the business is done by post; many of the clients living away up in Scotland do all their shopping by post.

The future of Gamages is all in front of it. There has not been an opportunity lost since that morning when the hint was given to the founder that it was a good location for a new shop. It was a good location, or the business would not have increased by such leaps and bounds as it has done in forty-seven years. There is still a good opportunity, but it is a better one; and the best of it all is that the man who knows the opportunity is there to grasp it, and is ably seconded by his son Eric, who, born and brought up amongst its traditions, inherits his father's splendid qualities and his father's pride in the great establishment. His recent election as Chairman of the Incorporated Association of Retail Distributors, which includes all the large London stores, is a tribute to his own personality and worth.

NEWNES



THE LATE SIR GEORGE NEWNES, BART.



NEWNES

IF some day in the late sixties you had entered the artificially-lighted, dark basement which served as the counting house of a city firm of fancy goods merchants, you might have seen a fair-haired youth of seventeen or eighteen years of age, busy with the perpetual drudgery of figures, while his thoughts wandered to the Manse on one of the beautiful hills in the Peak district which he called home, and to the horses and cricket and the outdoor life of which he was so fond. His father, a Congregational Minister near Matlock, with the best intentions had apprenticed the youth for five years, his only pay being "free board and lodging," believing that this was the best, if not the only way, to give him a good business training. Before the expiration of his time he had made sufficient headway to be sent "on the road" for his firm, and afterwards for another in the same line of business, driving thousands of miles in the Midlands and in the North of England in pursuit of orders, until at last, in 1875, when he was twenty-five years old, he was in a position to marry and have a home of his own—and here the romance of George Newnes begins.

A few years after his marriage Mr. Newnes came home from his rounds and settled with his young wife to a quiet evening. As usual, he had brought with him a Manchester evening paper, from which every now and then he read out a paragraph or article. A story of a runaway engine with two children arrested his attention, and after he had read it to his wife he said: "Now this is what I call a tit-bit. Why does not someone bring out a paper containing nothing but tit-bits like this?" Before he fell asleep that night, the suggestion had taken root, and he had determined to attempt it himself.

For several weeks he assiduously collected what he considered to be tit-bits from books, periodicals and newspapers, neatly pasting them in the dummy paper

he had prepared. At length his paper was ready with sufficient matter for two or three weeks' issues. But it takes money to start a paper, and the thirty-year-old traveller had no capital. He knew a rich man, however, who had shown confidence in him, and who he believed would finance his scheme. But the cautious man of business, walking to and fro in his library, only shook his head and declined in spite of the enthusiasm with which the would-be publisher unfolded his project.

He next approached a Manchester publishing firm, endeavouring to persuade them to trust him to the extent of £500 and publish the first few numbers of his paper. Not they! But six weeks after the first number of *Tit-Bits* took Manchester by storm the same firm offered Mr. Newnes £16,000 for the publication, which offer, it need hardly be said, was politely refused.

There were at that time in Manchester a number of popular vegetarian restaurants at one of which he occasionally took his midday meal. As he sat at this restaurant, on the day when he had come to the conclusion that, since no one else would help him to carry out his project, he must now find means to help himself, he was struck with the possibilities of such a business if conducted in a better manner. To think was to act. A disused cellar was taken, fitted up and in a month blossomed out as "The Vegetarian Company's Saloon." The business was a success from the start, and soon provided the funds for the publishing experiment.

Mr. Newnes' brother-in-law tells a delightful story in connection with this experiment. One day, when the restaurant was in full swing, he came to it in search of its owner. No, Mr. Newnes was not there—he had gone out a short time ago. The matter on which he wished to consult him being urgent, he went to this place and that, where the truant was likely to be found. At last he went into an hotel which had nothing to do with vegetarianism in any shape or form, to order his own luncheon. And who should be sitting there, doing justice to a large beefsteak but the proprietor of the vegetarian restaurant, who chuckled as he encountered the astonished eye of his brother-in-law, and said quietly, with a wink, "Everyone to his fancy."

In a few weeks' time the flourishing business in the cellar was sold for a sufficient sum to enable Mr. Newnes

to realize the one object he had in view when he entered on this venture. Without putting himself under obligations to anyone, and without the possibility of losing money not belonging to him, he was now in a position to go ahead, and to put to the test his theory that a large public was waiting for an inexpensive periodical such as he would be able to supply.

Two hours after the first number of *Tit-Bits* came from the printing press, on October 30th, 1881, five thousand copies had been sold in Manchester alone.

For a few weeks the sale of *Tit-Bits* was almost entirely confined to Manchester and the surrounding districts, but this was not to Mr. Newnes' fancy; having justified the existence of the paper, and his conception of it, it now devolved upon him to put further into practice some of his theories in regard to judicious advertising. At the very outset, on the day of publication, he had already startled Manchester into curiosity and smiles by the manner in which, heralding his paper, he enlivened the streets. The members of the Boys' Brigade, instead of following the daily round of taking messages about, were seen marching up and down Market Street, a hundred of them—fifty on this side of the street, fifty on that. Round their caps they wore wide bands with *Tit-Bits* bursting from them in fat type, and under their arms they bore bundles of the paper itself. The editor was there to direct the march, and when the top of the street was reached he commanded that the forces should join, and the talk of the town was the *Tit-Bits* brigade.

There was nothing connected with his paper that Mr. Newnes did not think worth his own attention. The night before this parade in the streets, after he had seen the paper through the press—a task the strain and labours of which only those can fully realize to whose lot it has fallen to bring out the first number of any paper—he had chartered a four-wheeled cab, and taken a supply of *Tit-Bits* round to the various wholesale agents who had agreed to distribute it. He had also sent a parcel of forty dozen copies to an important London firm of newspaper distributors, together with a letter requesting that the new weekly might be sent out to the firm's bookstalls, on the sale or return principle.

Having seen that the Boys' Brigade was satisfactorily patronized by Manchester lovers of light reading,

Mr. Newnes returned to headquarters to find that the London parcel had been returned with the message that the firm in question had a sufficient supply of papers on their stalls, and could not take the new weekly. In the mail train that night the editor of the rejected paper travelled up to town with a copy of *Tit-Bits* in his pocket, and next morning he had an interview with the managing director of the unwilling firm, the result of which was that the week following the new paper was on the firm's stalls, and has remained there ever since, together with a number of other publications from the same source.

There were the usual endless number and variety of petty troubles and difficulties which are associated with the launching of a paper, but they were as nothing when considered together with the phenomenal success of the undertaking. Only once or twice Mr. Newnes had to face really serious difficulties, and though they served mainly to show what sort of stuff the young man was made of who had lived so quietly and contentedly behind the scenes, and had now so suddenly come to the front and into public notice, these early anxieties brought with them an occasional very bad quarter of an hour.

There was, for instance, the day when an attempt was made to seize the paper. The dramatic way in which this was dealt with was remembered by the chief actor with keen appreciation. It happened while *Tit-Bits* was still printed at Manchester, and is recorded in the autobiographical notes as follows:

"*Tit-Bits* was going up in circulation by leaps and bounds, and the printer saw that a valuable property was being created. One night I went down to the printing house as usual to get my papers. The place was closed to me. I said: 'What does this mean?' and they said: 'We have received instructions from our proprietor that inasmuch as last week's bill has not been paid no papers must be sent out from this office.' They were all printed, all ready to be sent out, but they were withheld; and I myself was locked out. 'Where is the proprietor?' I asked. 'Is he here?' No, he had gone away. 'Well, where is he? I must find him.' I was told he had either gone home or to a certain club in Manchester. I went to his club, was told he was there, but would not see me. I sent him up a letter, saying that I would bring an action for damages against him if he kept my papers

back that night, as it would be the most serious injury to my property. With the letter I sent him a cheque for his last week's bill, the amount of which was under dispute, and demanded an order to his staff to let me have possession of the week's issue. He came down to see me, and he saw a man who had gone through enormous effort, and even emotion, to carry out a project which apparently was now going to be ruined. If one week's papers were to be kept back, all the success which was being achieved would be, if not destroyed, at any rate mutilated, and possibly the copyright might have been lost. He gave me the order. And if I were to be asked what was the most exciting evening of my life this would be the one I should choose. I got the papers and superintended the distribution. But the man who had given me that experience never printed another copy of *Tit-Bits*."

And so, by dint of inexhaustible energy and resourcefulness in advertising, and by constant care that each successive number of the paper should be at least as good as the best that had gone before, and if possible still better, the little paper conquered first the Provinces, and then London, while Scotland and Ireland were also gradually becoming increasingly strong adherents.

The world of printers and publishers stood and gazed on with amazement as *Tit-Bits* forged ahead, running its race towards fame and fortune so lightly and merrily; and presently the first imitator was in the field. In six months there were twelve; within a year there were twenty-two. The earthly pilgrimage of most of these was short and far from glorious, and none of the survivors interfered with the continued success of the paper on which they had modelled themselves more or less, though never one of them all could catch the elusive something which drew the masses to *Tit-Bits*, and made them loyal followers, notwithstanding the allurements of all the other would-be charmers.

To tell of the various prize schemes, stunts, and competitions devised which sent the circulation up to 850,000 would take too much time, interesting as they are. The offer of £1,000 for the best story as a serial, won by Mr. Grant Allen with "What's Bred in the Bone," created one of the best impressions and set a new stamp on the paper which had now been removed to London.

Nor is there room to tell of the association with

Mr. C. Arthur Pearson, who secured a position with Mr. Newnes as the result of winning a competition, of how the late Lord Northcliffe was a frequent contributor, of the association of Mr. Newnes with Mr. Stead in the *Review of Reviews*, of the birth of the *Strand* and the *Wide-World Magazines*, of the purchase of Weldons. For these I must refer my readers to Miss Frederick's admirable "Biography of Sir George Newnes" on which I have already drawn liberally. Nor is it part of my story of the romance of the business of George Newnes to tell of his political career and his many philanthropic activities culminating in the bestowal of a baronetcy in 1894. In his forty-sixth year the city clerk, commercial traveller, was the head of a concern with a million sterling capital, a baronet, had served as a Member of Parliament for two constituencies. Soon afterwards, his cup of joy overflowed when his only son, Frank, in whom he took so much pride, became a director and actively associated with the business, and joined him as a representative of the people in the House of Commons.

I have only told the beginning and sketched in the details of what was, and is, a life of romance, a romance of business. Sir Frank Newnes, as Chairman of the company, with Lord Riddell as joint Managing Director, are carrying on the romance, and although George Newnes' "body lies mouldering in the grave, his soul goes marching on."

ODHAMS



MR. W. J. B. ODHAM

To face page 24

ODHAMS

IT is difficult for the newspaper men of to-day to realize the very restricted area in which journalism moved nearly eighty years ago, when the original business of Odhams was founded.

When Queen Victoria came to the throne, the combined circulation of all the London daily papers was 43,540, and the price of each single copy was round about sixpence. The contrast between then and now is much the same as if we take the records of some of the weekly newspapers. Thus, as late as 1860, from the stamped or principal part of the circulation statistics, we find the *Illustrated London News* leaving all others far behind with its 25,230; then came *Bell's Weekly Messenger* with 8,673; the *Weekly Dispatch*, 4,206; the *Guardian*, 3,857; *Punch*, 3,173; *Saturday Review*, 2,827; *Athenæum*, 2,077; *Lancet*, 1,393; *Era*, 887; and *Spectator*, 863. The *Illustrated London News* is the sole representative of the illustrated papers to be found on the list. Fashion papers had not then been invented, while, of the many trade papers now flourishing, only one or two are mentioned.

There was comparatively little scope for large groupings in the forties when the founder of the firm, William Odhams, entered into partnership with a fellow compositor, William Biggar, for the printing of the *Guardian* and *The Railway Times*, the latter being the joint property of the two partners. In those days there were very few large factories. The composing department was frequently two or three rooms—often made one room by the knocking down of walls—in the upper part of what had been a private house, with the machines (usually run by steam) in the basement, the ground floor constituting the shop for the sale of the paper, and the intermediate floors the editorial rooms. With the advent of the gas engine and improvement in the size and output of machines, it came about that newspapers,

whilst frequently composed under the old conditions, were machined at some larger office.

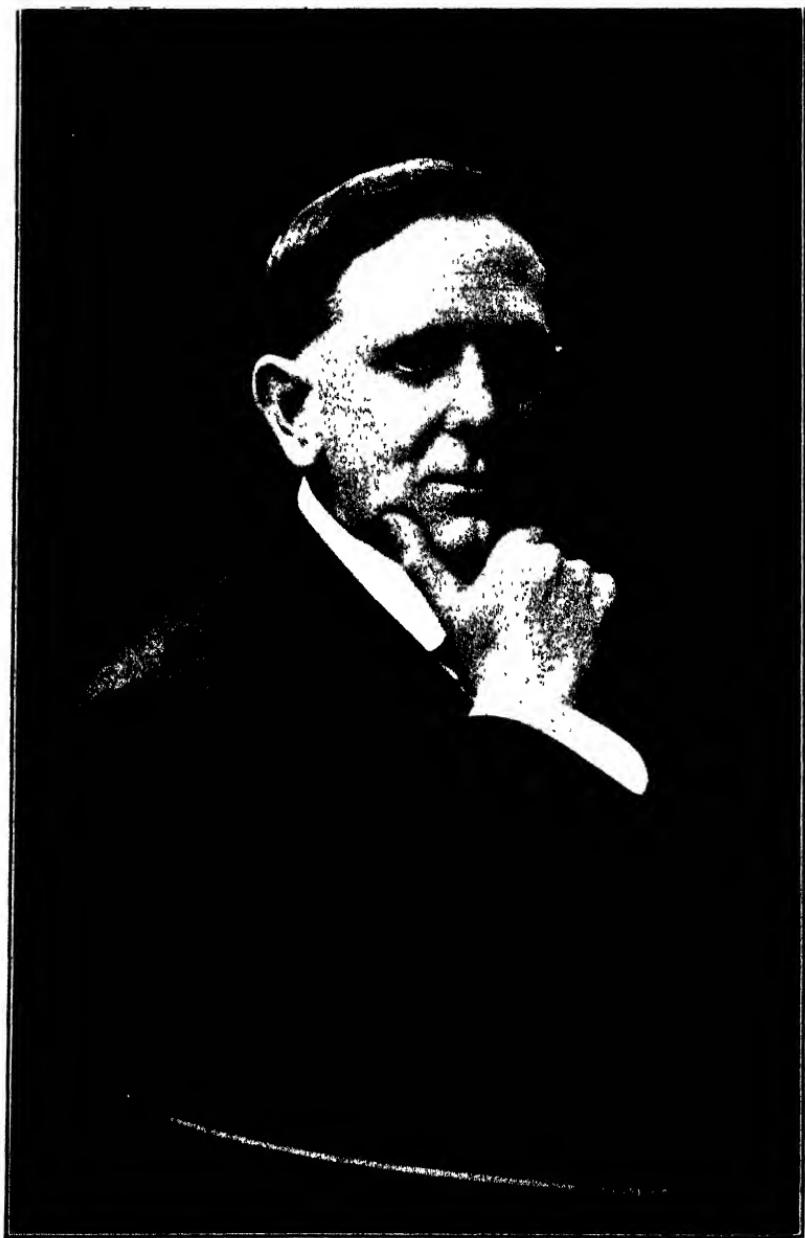
It was not very long before the partnership between William Oldhams and William Biggar was dissolved, Mr. Oldhams keeping the printing business and Mr. Biggar taking the newspaper. For nearly forty years there were very few additions to the business, the growth of the *Guardian*, and, in a minor degree, the *Railway Times*, with a certain amount of jobbing work, providing for the employment of thirty-five to fifty men, and even for the superabundant energy of Mr. Oldhams himself, whose habit, until he retired, nearer eighty than seventy, was to run, two at a time, up the stairs of a building containing some fifty stairs.

The elder two of Mr. Oldhams' sons in due course followed in their father's footsteps and assisted him until his retirement at the end of the eighties. It was very shortly afterwards that 5 Burleigh Street, Strand, which had housed the business for some thirty-five years, became too small to contain the work, and additional premises were taken in Floral Street, Covent Garden, in 1894.

It was not very many years before this branch had outstripped the original business in size, and in 1898 the businesses, which had been carried on, the one as a partnership and the other as a private limited liability company, were amalgamated under the title of Oldhams Ltd., with Mr. W. J. B. Oldhams, the second son, as Chairman and Managing Director, and Mr. J. S. Elias as Manager. Subsequently, in the following year, a controlling interest was acquired in the business of Southwood, Smith & Co. Although this involved much waste of time on account of widely separated works, it was not till seven years later that this handicap was removed by both businesses (other than the original Burleigh Street house) being brought under one roof in the well-known building in Long Acre.

The future progress of Oldhams is so identified with that of Mr. Elias that an account of the one is incomplete without the story of the other.

Our transatlantic cousins tell with pride of the meteoric rise from lowly beginnings of some of their captains of industry; but we, on this side, often know little of how our great men rose and whence they sprang. There is true romance in the story of Mr. Elias.



MR. J. S. ELIAS

To face page

He commenced work while yet at school selling newspapers—in later years he was to control them. At the age of thirteen he left school to become an errand boy in the city, but soon left that occupation to become an office boy with the Carlyle Press, a firm of printers in Charterhouse Square. From thence onwards he passed through various positions until he became associated with Odhams as a clerk and one of their first employees at their Floral Street branch in 1894. There, his peculiar qualities, his wonderful capacity for work, his personality, and his ambition were fully appreciated by Mr. W. J. B. Odhams, who then exercised chief control, and the young clerk's further rise was rapid and amply justified at each successive stage. As Manager, and, later, as Managing Director, he found full scope for his abilities, and under his guidance the firm expanded, until the business that started with £7,000 has become a great undertaking with a capital of £1,500,000, and an influence felt in every branch of industry. To-day, the former newsboy is one of the powers of the publishing world.

In 1906 the company secured the printing of *John Bull* on a basis that a less far-sighted man than Mr. Elias would have feared to touch, thus taking a step that was to have a decisive and far-reaching effect on the future of the firm. Later in the same year, the Floral Street section of Odhams Ltd. and the business of Southwood, Smith were removed to the well-known premises in Long Acre and Endell Street where they have been ever since.

In connection with Long Acre and Covent Garden, which adjoins it, it is interesting to note that in 1552 the annual rent of the whole of this property was the large sum of £6 6s. 8d. Early in the seventeenth century Long Acre was first built on. It was then an avenue of tall elms, and had previously been known as The Elms, or Elm Close—and, with the introduction of coaches, became the headquarters of the carriage builders. It is only of recent years that these have finally yielded place to the automobile showrooms which are now a feature of part of this street.

The whole district teems with the romance of history—Drury Lane and Covent Garden, and the famous names associated with them: Nell Gwynne, Mrs. Siddons, Kitty Clive, Macklin, Garrick and Betterton, while

others, even better known in different walks of life, have made their homes there, in the days when Bow Street and Great Queen Street were the fashionable streets of London. Oliver Cromwell lived in Long Acre, so did John Dryden, Samuel Butler and Taylor.

The premises occupied by Odhams Press Ltd. were formerly the Queen's Theatre, and Phelps and the great Toole, and Mr. and Mrs. Rousby, have made their appearance under its roof. This theatre was originally opened as a concert hall in 1862, having been rebuilt after a fire had totally destroyed its predecessor, St. Martin's Hall. It was in St. Martin's Hall that Charles Dickens made his first public appearance as a lecturer.

In its new home the company commenced to extend very considerably its various activities, and in 1908 the publishing department was formed, whilst to deal properly with the new and greater needs of the business an advertising department also was formed. These two branches were immediately successful, in fact the turnover for the two departments increased from £15,000 and £10,000 respectively at the end of 1908 to £373,000 and £223,000 last year.

With the growth of this portion of its business, the company increased its operations in connection with the various publications it was printing, in many cases taking over the entire work of printing, publishing and advertising of newspapers and periodicals of various interests and very diverse views.

The extra volume of business created by this, and by the new publications launched from time to time, necessitated an extension of premises, and in 1911 the firm took over the whole of the block bounded by Long Acre, Endell Street, Wilson Street and Arne Street, thus securing one of the most favourably situated island blocks in London, with a floor space of over 150,000 square feet.

In 1912 Odhams Ltd. absorbed the business of Southwood, Smith & Co. Ltd., with whom they had been associated since 1899, and thus became one of the largest publishing houses in the United Kingdom, the number of monthly and weekly periodicals printed being over forty—many of them household words throughout the Empire.

The course of the next few years was one of steady progress which even the world war could not retard.

The staff of Odhams did their duty, and the firm did its share by their dependents.

Then came the tragedy of January 29th, 1918, a date that will never be forgotten in Long Acre. On that night the Germans developed one of their air attacks on London, and people to the number of some six hundred took refuge in the printing offices of the company—one of the officially published places of refuge for the district. A bomb fell in the area in Wilson Street at the back, and there exploded, expending its full force on the building and releasing incendiary gases into the interior. In a short space of time the whole of the interior of 92 Long Acre was in ashes and, in spite of the heroic efforts of the fire brigades, and of the police from Bow Street close by, thirty-five people were killed and over a hundred injured, including five members of the staff killed and twenty seriously hurt. Part of this bomb is still to be seen in the offices of the company.

In most cases, from the material point of view, such a catastrophe, involving the destruction of most of the printing plant and nearly all the paper (both extraordinarily hard to replace in war-time), would have spelt ruin; but, thanks to the efficiency and loyalty of the staff and the untiring efforts of the executive, immediate arrangements were made for the carrying on of the work elsewhere. As a matter of fact, not an issue of any journal was more than delayed, not a single contract was lost.

Rebuilding and reconstruction were put in hand at once directly the war building restrictions permitted, and the business was soon running in its normal manner. Full advantage was taken of the reconstruction to add various much needed improvements in plant and machinery, so that in two years' time the company was ready for another big forward stride which materialized in a scheme for the amalgamation of Odhams Ltd. with the company with whom they had so long been connected—*John Bull*.

For several years Odhams had been doing all the production work—printing, publishing and advertising—for this publication, and the question of fusion had been mooted more than once. Now, for various reasons, such merging of interests became more than ever advisable, and the two companies were united in 1920 under the

title of Odhams Press Ltd., thus adding to the large and ever-growing family of Odhams' publications the largest and most powerful weekly in the kingdom.

The wisdom of this step has been more than justified, for *John Bull* is now the largest circulation of any two-penny weekly in the world with a nett sale verging on the million mark, and an influence felt to the very ends of the Empire. It has always been national in its character, and numbers among its contributors, Premiers, Cabinet Ministers, heads of the Services, prominent figures in the Church, and men in the forefront of all that is best and most vital in the world to-day.

With the continual growth of the firm, it became apparent that yet further publicity methods were required, and later in 1920, Odhams, who had long realized the extraordinary value of the poster as a powerful advertising medium, acquired the business of the Borough Billposting Co. Ltd. This, with other extensions of the same nature, has given the company the largest outdoor publicity business in the United Kingdom, controlling over 12,000 solus advertising sites at the most advantageous points in London and throughout the provinces.

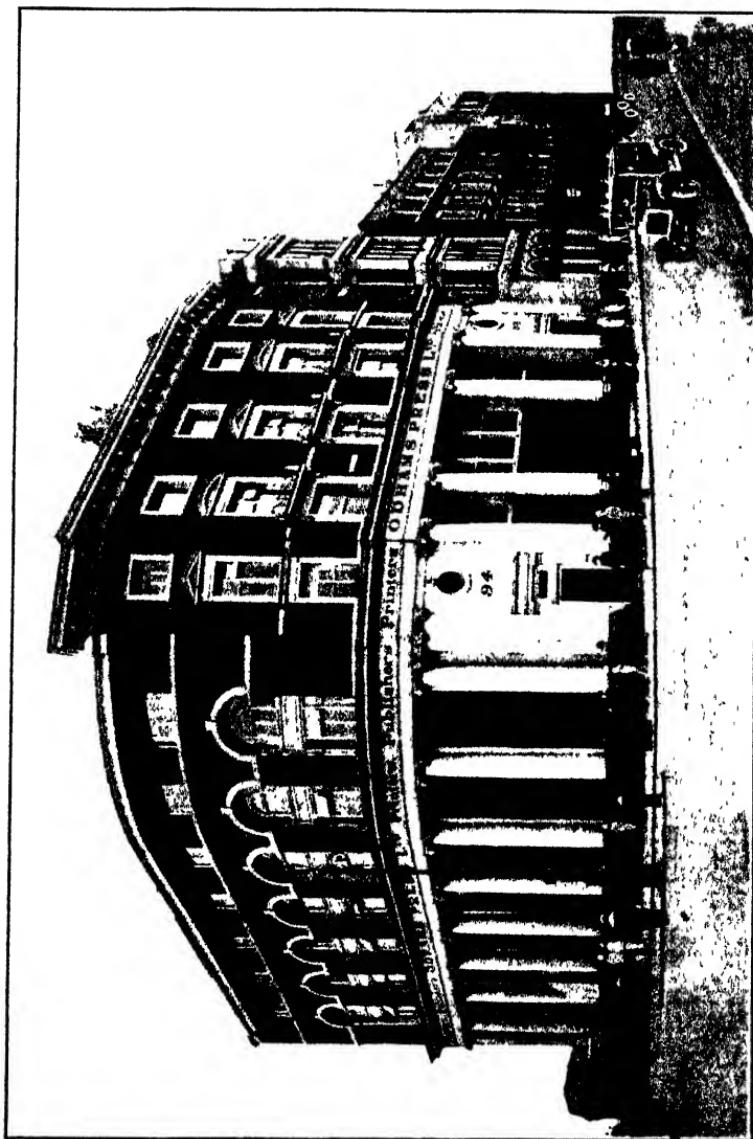
Of particular importance has been the business carried on by the company in connection with illuminated signs, which have now become one of the most valuable and prominent forms of outdoor publicity. Recognizing the scope which existed for this branch of the business, the company acquired the leases of some of the most valuable illuminated advertisement sites in London, including Piccadilly Circus, Strand, Cambridge Circus, Leicester Square and Oxford Street, besides important positions in the Provinces, and to-day it occupies an unrivalled position in this particular trade. The artistic signs which it displays in the popular thoroughfares of the West End are one of the features of London by night, and one that few visitors to the capital have not seen and admired.

The year 1920 was indeed an important one for the company. In addition to *John Bull* and the Borough Billposting Company, it was in that year also it acquired *Sporting Life*, thus directing its activities into yet another field of enterprise.

This, the most important and influential daily sporting paper in the country, has long been the acknowledged arbiter of all things pertaining to sport of every descrip-

To the later 260

ODDITIES



tion, and occupies a position absolutely unique among the dailies.

Late in the following year a further addition was made when Odhams Press Ltd. acquired the business of Dean & Son Ltd., whose name is so familiar to the world at large through their rag books, toys and story books for children. It is not so generally known, however, that Messrs. Dean & Son were the proprietors of a very famous work, which has been termed a "pillar of the Constitution"—"Debrett's Peerage."

More recent still is the connection of Odhams Press Ltd., through their subsidiary company, the Long Acre Press Ltd., with that very well-known Sunday paper, *The People*.

Sunday publications have an immense influence, and through *The People*, not the least famous of them all, Mr. Elias, through Odhams, will find yet another outlet for that intense energy which he has brought to bear on every undertaking with which he has come in contact.

At the present day the influence of Odhams Press Ltd., as represented by the publications they control, is spread through widely different channels. It is a far cry from "Debrett's Peerage" to "Toby" for the children, and from *The People* and *Sporting Life* to *Coming Fashions*, which deals exclusively with the requirements of the fair sex. Others in this strangely assorted yet harmonious family are: *The Ideal Home*, *The 20 Story Magazine*, *The Picturegoer*, *The Passing Show*, *The London Mail*, and Dean's story books, to mention a few of the most famous, whilst among the trade papers are the *Kinematograph Weekly* and *The Broadcaster and Wireless Retailer*.

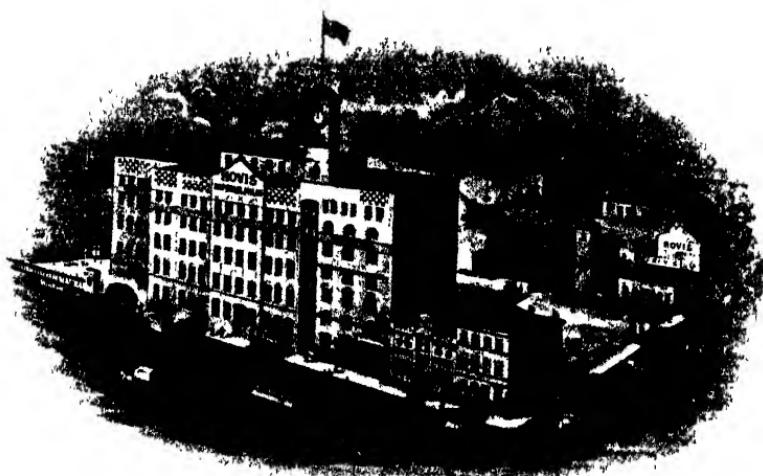
Quite apart from these is that large body of periodicals of all sizes and degrees, monthlies, weeklies, trade journals and others of every variety and shade of opinion which Odhams with complete freedom from editorial responsibility produces for others.

And Odhams Press Ltd. is still growing.

HOVIS



THE ORIGINAL MILL, WESTMINSTER



THE MILL AS IT IS TO-DAY

To face page 3

HOVIS

ABOUT forty years ago a young miller, with the not uncommon name of Smith, had a small flour mill at Stone in Staffordshire. He was of an inquiring mind and by no means content with the poet's idea of the happy miller on the Dee who "cared for nobody." He found that in milling wheat there were three general products, the bran or outer covering, the kernel or endosperm which consists of the nutritive matter from which the white flour is made, and the germ or embryo which is the origin of the plant and represents only about one-eightieth part of the grain. This tiny fragment, although by far the richest part of the grain and full of proteid and fat and which has since been discovered as Vitamin B, was so rich in potential life that it caused fermentation in the flour and was therefore rejected and used as cattle food.

Recognizing the extraordinarily valuable food-stuff that was being lost for human consumption, the young miller conceived the idea of treating the germ by steam in such a manner as not to diminish its food value but to render it free from fermentation. He bought the germ from various millers, treated it, added a small quantity of salt and mixed it in the following manner, viz., one part of germ to three parts of white flour.

The flour thus made was known as Smith's Germ Flour and the bread made therefrom Smith's Germ Bread.

It was first prepared in his small mill in Stone, Staffordshire, the germ being cooked and sold to bakers to mix in with the white flour for making of the bread.

This was in 1887 and the little business then started by Richard Smith has developed into one with half-a-million capital, with mills and warehouses and depots scattered all over the country and which under the name of HOVIS is known in every British home.

For six years Smith struggled with his new invention, combating the prejudices which the pioneer always

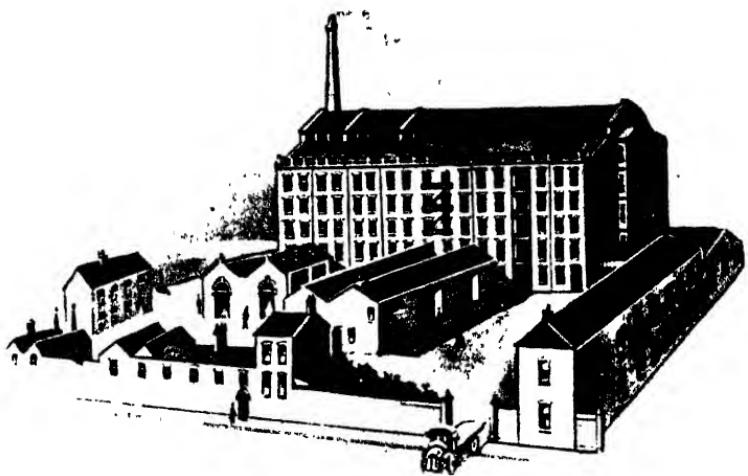
encounters, lacking the capital necessary to develop it and more than once tempted to give up the struggle, if indeed circumstances did not compel him to do so; but the value of his discovery had already been recognized by dietetic authorities and in 1887 Richard Smith associated himself with the firm of Fitton & Sons, Millers, of Macclesfield, one of the members of which is to-day the Managing Director of the Hovis Company. The flour was now introduced on a much larger scale than had hitherto been possible, the germ was mixed with the flour and a large trade soon became established with bakers in all parts of the country.

Not only were the facilities of producing flour largely enhanced by this combination but a spirit of enterprise and enthusiasm was introduced. Realizing the value of a trade name a simple competition was devised in order to elicit suggestions that would have some subtle allusion to the qualities of the most nitrogenous bread known, that would be short and easy, and that would, of course, conform with the requirements of the Trade Mark Authorities. The name Hovis was decided upon, taken from the Latin words "Hominis Vis," a free translation of which is "Power to man."

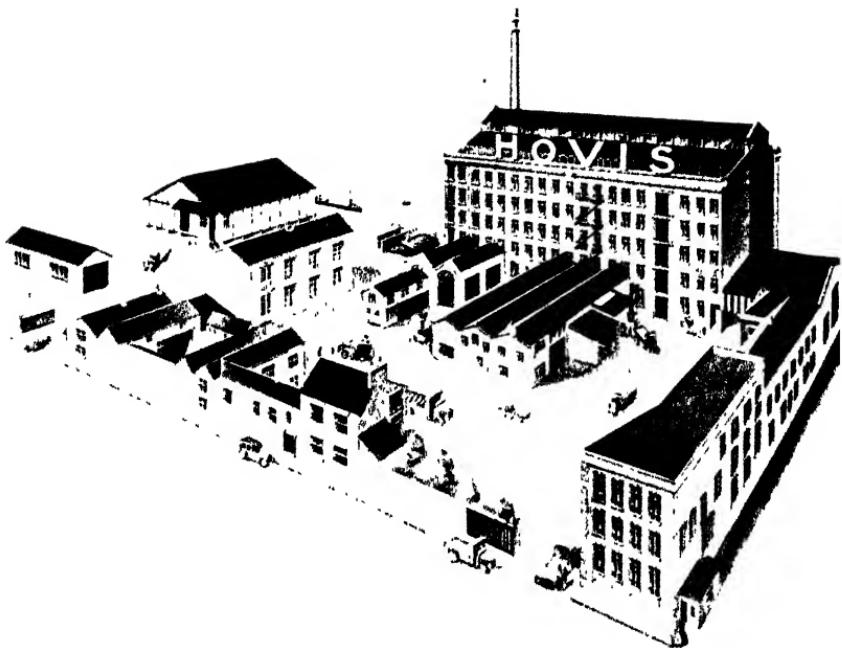
In two years the new flour had taken such strides and the demand became so great for Hovis that it was found necessary to mill in London as well as in Macclesfield, and the oldest mill site in the County of London was purchased, the old mill that stood for many years in Millbank Street, Westminster, near the Houses of Parliament.

Three years later the business was turned into a limited company, under the name of the Hovis Bread Flour Co. Ltd., with a capital of £225,000. This was only eleven years after the first early experiments of Richard Smith and five years after the association with the Macclesfield Millers. They now had the two mills and about 5,000 bakers were producing Hovis Bread.

The business progressed on normal lines for the next seven years until 1905 when it was found that it would be expedient to have a port mill with which to deal with the company's main product. A site was purchased on the Manchester Ship Canal, upon which a thoroughly up-to-date mill was erected. The mill was formally opened by the Lord Mayor of Manchester in 1906, and it marked a new era in the company's business and gave an impetus



MACCLESFIELD "YESTERDAY"



to the expansion of one of the great centres of commerce of the Kingdom, Trafford Park, Manchester.

Milling operations were also started in this year in Sydney, New South Wales, and at Cape Town, South Africa.

In 1909 the company's mill at Millbank Street, Westminster, was taken by the London County Council in connection with the Westminster improvements and the extension of the Embankment from the Houses of Parliament westwards. A freehold site was taken in exchange for that given up to the London County Council at the corner of Grosvenor Road and abutting on to Vauxhall Bridge. On this site was erected not the largest but the most up-to-date mill in the world. This mill was completed about 1914. By this time the original Macclesfield Mill was divested of its milling plant and completely equipped with an up-to-date printing works, bag-making and tin-making factories, etc.

In this year the Great War started, and before 1915 over fifty per cent. of the company's eligible employees were in the army.

The business continued to grow at a rapid rate and considerable developments had taken place in the company's van, barrow and motor department and new depots were purchased in Stratford and Birmingham.

In 1916 a small country mill was purchased in Haverhill, Suffolk, so as to mill English wheat on the spot at which the wheat was grown. A further mill was purchased in 1918 at Hedingham, Essex, for a like purpose.

In 1917 the entire business of the company was taken over by the Government under the Food Controller until 1921, during which period the progress of the company was very considerably curtailed. Immediately notice of decontrol was received though, active operations were resumed and the company purchased the entire Share Capital, in 1921, of Marriage Neave & Co. Ltd., one of the oldest established firms of millers in London. Two country mills at Newbury and one at Andover were also purchased and equipped.

In 1922 the van building and motor department at Bournemouth were completed.

In 1923 the business of C. & A. Harrison, millers of Lincoln, was acquired, together with another van building

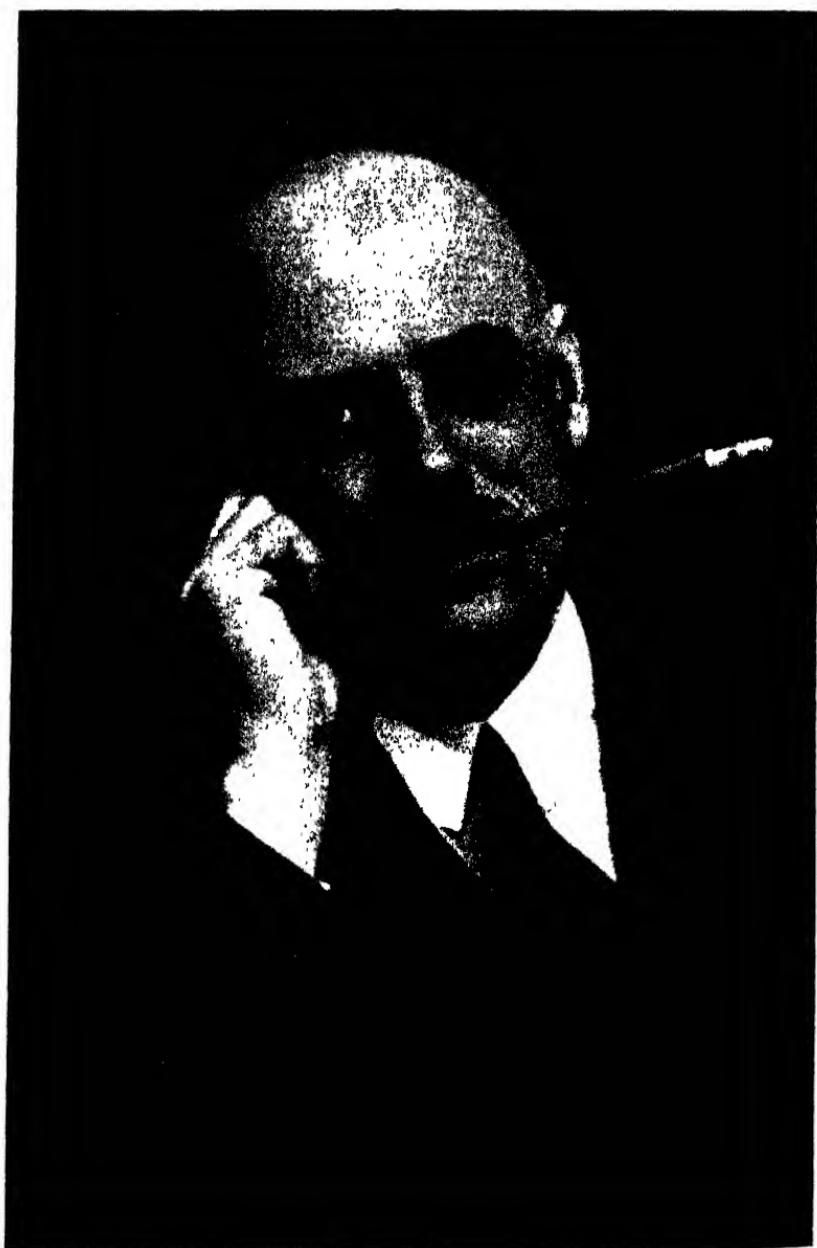
department in Vauxhall Bridge Road and the sports ground at Mitcham, for the use of the employees and to encourage the best spirit that the emulation of sport gives.

The following year a further ground was purchased at Sale in the County of Cheshire, quite near the company's mill at Trafford Park, and a further van building department was also purchased at the potteries.

This year likewise one of the great discoveries in connection with the company's business was made. Under licence from the Home Office two eminent medical men were retained to inquire into the Vitamin content of Hovis bread, and it was ascertained that there was a very remarkable abundance of Vitamin B. in the bread.

Rich as it is in body building elements and rich in natural phosphates, there is little wonder that the commendation given to this bread increases its sale year by year, under the intelligent direction of the associates and successors of Richard Smith, who died in 1900.

MARTINS



MR. WALTER MARTIN

To face page

MARTINS

FIRST of all, picture a boy of fifteen or sixteen years of age serving his apprenticeship in a draper's shop in Guernsey and eking out the scanty emoluments of such a position by devoting his evenings and spare time to pushing a hand-barrow selling penny bottles of ink, ginger-beer, etc., to the small shops in the neighbouring villages, buying them by the gross and selling them by the dozen or half-dozen. The rent of the "warehouse" in which the goods were stocked was ten shillings a year! The commercial instincts of the young apprentice-wholesaler soon led him to make an arrangement with the ginger-beer man to lend him a horse and buggy to get his orders and to undertake to deliver them with the ginger-beer orders he secured in return for his services. When he was seventeen years of age the business had developed sufficiently to justify him in adding to it a hosiery and tobacco shop—a somewhat curious combination—but in which he and his brother were able to make £3,000 a year after a year or two's trading. This was in 1885 when electric light was being introduced. And the enterprising youngsters installed the necessary equipment and for a few years were the only traders on the island to use this means of illumination. When the authorities introduced electric-lighting, the young merchants for a short time reverted to "penny dips" to emphasize the fact that they were the pioneers of electric lighting in the Channel Islands. Soon they had three shops in Guernsey and one in Alderney, and in 1893 started the first steam laundry which is in existence to-day. They also found time amid their other duties to act as stockbrokers.

Notwithstanding these rapid developments the younger of the two brothers felt that the Channel Islands did not offer sufficient scope for his activities and determined to launch out in the mail-order business. The absence of duty on tobacco in Guernsey and the fact that a considerable local cigar trade had already been built up decided

the issue, and some two or three small advertisements were inserted in *Tit-bits* and *Answers* under the caption "Every smoker his own Importer," and the public were invited to buy their cigars duty free and pay the duty to the postman on delivery. As the profit was only made on the cigars and not on the cigars plus duty (the latter amounting even then to more than the cost of the cigars) the prices were considerably lower than those obtainable in the shops, and a large business was soon established. That was the beginning of a romance which led to the largest mail-order cigar business in the world with over one hundred and fifty thousand customers, and which under the name of "Martins Limited" is known throughout the Empire.

But this novel and powerful competition of a youth now twenty-eight years old aroused keen opposition in the trade. Questions were asked in Parliament, and the Government of the day was called upon to remove the facilities of purchasing tobacco by post and paying the duty on delivery. The Chancellor of the Exchequer, Sir Michael Hicks Beach, declined to do so, and a meeting of the Tobacco section of the London Chamber of Commerce was called at the old London tavern in Fenchurch Street. With characteristic audacity Walter Martin smuggled himself and a stenographer into the meeting, and a full account of the speeches denouncing the new competition was taken down. In less than forty-eight hours a full printed account of the proceedings was sent to all the customers and another splendid advertisement obtained. But Walter Martin realized that the odds were too unequal and that it was only a question of time before he would be beaten on those lines. He therefore determined, while yet the meeting was in progress, that he would open up in London, and the same afternoon he rented offices, etc., on the fifth floor in the immediate neighbourhood at 5 Mark Lane.

One of the features of the mail-order business from Guernsey was the sending of a sample package of cigars for a shilling's worth of stamps. In the rush to get these off the stamps were thrust into empty boxes until there was an accumulation of over four hundred pounds worth. The post office would only cash them at a discount of ten per cent., and this loss Walter Martin was not prepared to suffer. Just about this time the post office, to encourage

saving, had adopted the plan of receiving forms with twelve penny stamps as a shilling deposit in the Post Office Savings Bank. W. M. threatened to adopt this plan, but was told that only £40 could be deposited in one year. He said he would open ten accounts in the name of his friends. The postmaster refused to take more than one form at a time. He then said that these would be handed in every minute or two, necessitating thousands of entries. At last instructions were received from the G.P.O. to cash the stamps at full value, but "it mustn't occur again."

With the opening of the London office the stocks were still carried in Guernsey and posted from there to the customers. But with the development of trade it was found desirable in the case of British orders to send them duty-paid, though on foreign orders they continued to be sent as formerly. In a few years premises were taken at 25 Cheapside, London, and the most elegant and handsomely appointed cigar store known in this country was opened. Meanwhile the list of mail-order customers had grown to considerably over a hundred thousand, and the most complete mail-order system with all the accessories of follow-up letters and a treadmill had been installed. As unique as audacious in his methods, Mr. Martin had adopted what appeared to be a most reckless policy—of assuming that the customer was always right and of having complete confidence in the public. The policy proved to be sound, for although many thousands of pounds worth of cigars are often sent out without any consideration or inquiry, the amount of fraud is practically negligible. And even if an unjustifiable complaint entailed a loss it was found that the satisfaction given to the customer made up for it ten times over in his future trade and recommendations.

The business was later removed from Cheapside to 210 and 211 Piccadilly, which is still the principal showroom for the retail trade.

The outbreak of war when the business was in its most flourishing condition gave occasion for anxious consideration. Many thousands of Martins' best customers were on active service, those at home had to practise economy, and there were innumerable difficulties of transport and supplies. It looked as if the great enterprise that had been built up with so much trouble would become a victim

of the unforeseen circumstances. But the man who had exhibited so much resource as a youngster rose to the occasion. He evolved a plan by which the business could be kept going in the interests of the shareholders and at the same time contribute to the comfort of the men at the front. The following quotation is from a newspaper article written ten years ago:

"But perhaps the most marvellous illustration of the genius of Mr. Walter Martin, to whom is due the success of this business, is shown in the operation of the one hundred and fifty tobacco funds for the benefit of our soldiers and sailors in the fighting line, conducted by newspapers both in this country and in the Colonies. At the outset of the war, Mr. Martin, with his intimate knowledge of smokers and their requirements, foresaw that the demand for tobacco and cigarettes would be one of the chief features of the war, and that nothing would conduce so much to the comfort and happiness of the men, or do so much to keep them in good spirits, as a liberal supply of 'something to smoke.' He saw, too, that tobacco funds, organized on the same plan as most charitable institutions, with their heavy expenses of management, and with that lack of the personal and human touch which brings the giver and the receiver in direct touch with each other, could never be a great success. The whole secret of the wonderful business that has been built up arose from a full appreciation of the human element, and it was applied to the tobacco funds. Under Mr. Martin's plan, a small parcel of tobacco and cigarettes was to be supplied to each man, and enclosed with each and every parcel was a postcard addressed to the donor, so that the recipient would not only know to whom he was indebted, but would also be able to express his thanks. Postage stamps were not available in the trenches, and W. M. at once, early in September, 1914, tackled the post office to carry these post cards unstamped.

"The organization for dealing with the whole plan was completed in detail before operations were commenced. Newspapers were quick to see the advantages of a scheme so practical and sentimental, and of an organization so thorough and economical. From every part of the United Kingdom came requests from leading papers to be permitted to be associated with this splendid patriotic enterprise. No sooner did overseas contingents arrive at



THE STYLING OF THE FAÇADE OF THE CLOISTER HALL

the front, than Canada, Australia and other Colonies rapidly associated themselves with the movement. Over a quarter of a million sterling was collected in sixpences and shillings, and since the supplies were sent duty free and carriage paid, this represents nearly eight hundred thousands pounds worth of tobacco and cigarettes (at duty paid prices) supplied through this organization to the men on active service in the gigantic area of the war. The number of clerks employed was approximately three hundred, the total number of employees not far short of six hundred. There is probably not a soldier at the front, or a sailor on the high seas that is not familiar with the 'Arf-a-Mo, Kaiser' cigarettes and Martins' mixture."

Dealing with their general business methods the same paper said :

" To confidence, value and originality must be added the magnificent system that has been built up during the past twenty-five years. The Martin mail consists of some thousands of letters every day. As soon as the letter has been stamped and any money enclosures dealt with, the customer's card is taken from the index file and attached to it until it has been dealt with and the order executed. This card reveals at a glance all the previous transactions and indicates the customer's tastes and special requirements so far as known. Every letter is suitably acknowledged. If the order is the result of a recommendation the recommender is thanked. Every letter is personal. A customer may not have bought for four or five years. He may have been abroad. Reference is made to the fact ; he is welcomed back into the fold ; he is made to feel that Martins have missed him. Customers write friendly letters even when not ordering, half apologize sometimes for not being able to do so. Attention is given to the minutest detail in the execution of an order. The wrapping, the package, leaves nothing to be desired. Every tin of Carlyle tobacco contains a pipe-cleaner ; every barrel of Panatellas a cigar-case to carry three or four. With Martins, ' it's the little things that count.' "

A few years ago the administrative offices and warehouses were removed to Sussex Place, South Kensington, which were fitted up at a cost of nearly £20,000, and thoroughly equipped for the expected expansion in business. Unfortunately, the aftermath of the war hit the cigar business more than perhaps any other industry ; the

duty was raised from 7s. to 15s. 7d. per lb.; overhead charges were increased by 100 per cent.; the purchasing power of the public and more especially of the retired middle classes which were Martins' principal customers was considerably reduced. Importations fell from 100 millions a year to about 12 millions in 1921. Moreover, the increased postal rates and cost of printing were particularly felt in a mail-order business with 150,000 customers.

At the time of writing plans are being prepared to cope with the new conditions which will enable "The Romance of Martins" to be continued with further achievements and successes.

KELLYS



MR. FREDERICK FESTUS KELLY
(THE FOUNDER)

To face page 317

KELLYS

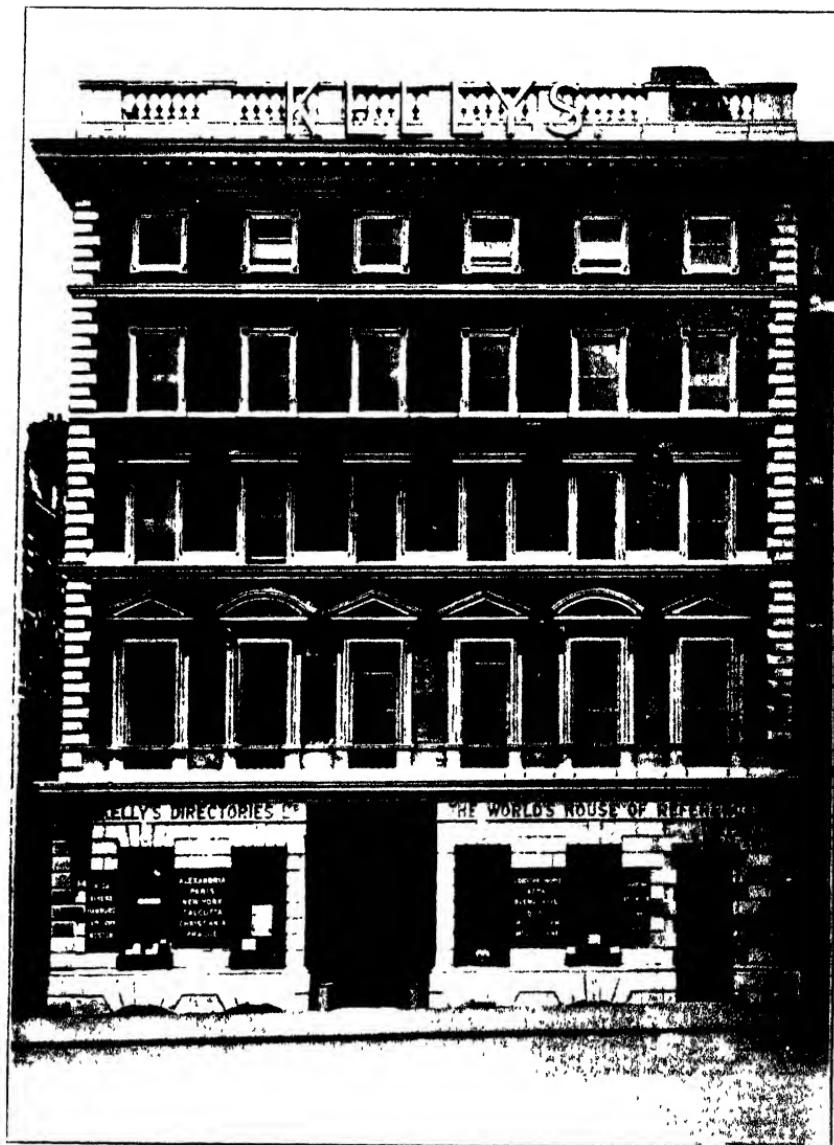
OF all the changes which have been the result of the growth of our Metropolis as a centre of the world's trade, none can be taken to be more characteristic of the progress of the nation than those which have affected the business of the Post Office. In 1799, the Directory of that year spoke of the "General Post Office, Lombard Street, Established Anno Domini 1660." There it remained until 1829, when the building on the east side of St. Martin's-le-Grand was opened; this was considered at the time to be too big for the requirements of the department, though the two vast piles which face it on the west and the huge buildings (still being extended) in Queen Victoria Street, are now all used by the headquarter-staff alone, and this, too, without reckoning the large sites appropriated in West Kensington for the requirements of the Savings Bank Department, and at Mount Pleasant for those of the Telegraph and the Parcel Post Departments.

A century ago, the rates of postage were such that a single letter could not be sent for a distance of fifteen miles for less than 3d.; while, if the distance was one hundred and fifty miles, the charge was no less than 8d. The postage rates for letters between many places in the North of Scotland and London were 1s. or more for an ordinary letter; and indeed were as much as 1s. 2d. to such a town as Inverness. The rates for Ireland were, if anything, higher, for to send an ordinary letter from Belfast to London cost 1s. 3d., and to Lisburn 1s. 4d., while strangely enough the postage to the Isle of Man and the Channel Isles was but 2d. Money orders were in London only issued at the General Post Office, for sums not exceeding five guineas. The remitter had to pay two and a half per cent. if the order was issued in London and payable within a distance of fifteen miles, and 8d. in the £ if it was issued by a postmaster in the country. Under these circumstances, it is scarcely to be wondered at that

previous to 1840 (when the General Penny Post was established), each person in the United Kingdom had written on an average but three letters a year. In two years, 1837 and 1838, the average postage per letter amounted to 7d., while the cost to the state for management and conveyance was only 2½d. The result was that the revenue raised by the Post Office was far in excess of the expenditure, and a century ago it still remained the common practice to charge pensions (granted often for very doubtful services) upon the revenues of the Post Office. Upon the introduction of the General Penny Post the average postage per letter fell to five farthings.

It would be difficult for those now in charge at the General Post Office to realize the great changes which their immediate predecessors in office must have seen. At the beginning of the century, the term "Circulation Department," and many others—including of course the Savings Bank Department—were wholly unknown. Some of the principal officers then were known as the Clerk of the Western Roads, the Clerk of the Northern Roads, etc., and some had strange privileges and perquisites. For instance, upon the arrival of the West India mail, the floor of the room belonging to the Clerk of the Western Road would often be so crowded with turtles—presents from postmasters in the West Indies—that it was difficult, if not impossible, to get across it. And the position of a letter carrier (for the modern name of postman had not been heard of then) carried with it in the city advantages long since abolished. Long before the days of recognized official fees for late postage, the postmen had the right to collect letters after the ordinary post offices had been closed, and charge the late fee for themselves. In collecting such letters, they went through the streets ringing a large bell, and the fees for such "late" letters formed often the major portion of their pay.

Amongst the offices of the Post Office, long since abolished, was one to which the right attached of publishing the Post Office London Directory. It was then, both in name and fact, the book of the Post Office, for though any profits realized by its sale formed no part of the revenue of the Post Office, the compilation of the book was entrusted exclusively to the old letter carriers. To the office in question the late Mr. Frederick Festus Kelly was appointed in 1836, and he for some few years continued



"KELLYS"

To face page

the old system. This was attacked in the House of Commons by the Honourable Thomas Duncombe, the then well-known Radical member for Finsbury, and in consequence it was abandoned in favour of a new system of employing a number of trained agents for the collection of the necessary information.

The old postmen, the "twopenny" postmen as they were called, received some little payment for their services, but appear to have been mostly dependent upon a commission on the sale of the Directories, which was not an uncommon way of presenting the usual Christmas box. Moreover, as they were mostly uneducated men, the names and descriptions were anything but correct. The abandonment of the old system led to the establishment in 1836—four years before penny postage was adopted—of the business which is now known as Kelly's Directories Limited, with which the family of the late Mr. F. F. Kelly has ever since, and still is, closely associated, although the financial control of the business has passed into a company controlled by those wonderful men, the Berry Brothers, and thus fitted for even greater expansion. The accuracy of the London Post Office Directory as now published, and the care with which its corrections have been carried up to the latest possible date into each edition, have for the last fifty years received full recognition at the hands of the Press.

The Post Office London Directory has necessarily grown with the growth of the Metropolis and of the operations of the Post Office. Of this but a small idea can be conveyed by the bare statement that during the last fifty years it has increased 1,000 pages, inasmuch as the type has been so much reduced in size and the pages so much enlarged, that a page of the present edition contains as much information as could be found in two or three times as much space in the edition even for 1849. The main part of the original Post Office Directory consisted of a mere alphabetical list of merchants, traders, and business people. Sixty years ago, the Street Directory, with the names and occupations under the different streets, the Trade Directory giving the names and addresses under the classified trades, and the Court Directory, giving the list only of private residents, were all added. Thus the Directory of 1899 bears very little resemblance to that of 1799, whilst its contents have had to be varied and altered

as, from time to time, old trades have vanished and new trades has sprung up. So late as 1849 there appeared in the Directory a list of "Cuppers," an expression which will convey little or no meaning to the present generation. The only Assurance Offices which appeared in the Directory for 1800 were the Royal Exchange Assurance, Phoenix Fire Office, British Fire, Pelican Office, Sun Fire Office, London Assurance Office and Hand in Hand Fire, whilst in 1849 they numbered 150, and in 1899 the number had risen to 314.

In the Directory for 1800 no alphabetical list of the streets, etc., was to be found, and we therefore have no knowledge as to how far our grandparents are responsible for the absurd manner in which many of our streets have been named. Streets without even a tree in them have been dubbed "avenues" and "gardens," while the same name has been given over and over again to dozens of thoroughfares scattered over the different parts of the Metropolis.

Year by year the business steadily developed. The Post Office Directory has grown from a list of 15,000 names to one of hundreds of thousands, and a book of over 4,000 closely printed pages. The little band of London postmen has developed into a highly trained organization with agents and representatives in every quarter of the globe. Liverpool, Leeds, Birmingham, Sheffield, and most of the large provincial cities have their Kelly's Annual Directories as well as London. All the counties depend upon Kellys. Every London suburb is represented in the list. Trade Directories of every description supply every industry with necessary information, and the Directory of Merchants, Manufacturers and Shippers of the World is found in every part of the globe, and is one of the greatest auxiliaries to British Commerce.

If you enter that large building in the Strand which is the centre of the Kelly activities and where hundreds of workers are employed, or visit the immense printing works up the river at Kingston, there is one feature that is bound to impress you. It is that every member of that vast organization seems to take a personal pride in producing the most perfect and accurate directories. At least that was the impression it made on me. Perhaps it is the secret of the Kelly romance—of the Kelly success.

DATE OF ISSUE

This book must be returned
within 3, 7, 14 days of its issue. A
fine of ONE ANNA per day will
be charged if the book is overdue

