

JAPAN FIGHTING HARD IN WAR FOR WORLD MARKETS

Has Made Tremendous Strides
in Manufacturing and Ex-
porting Since 1914.

HER INDUSTRIES THRIVING

Has Captured Markets Held by Other
Nations—Trade to Australia Quad-
rupled—Building 600,000 Tons of
Shipping to Handle Export Expansion

In the past few years Japan has un-
dergone a tremendous industrial devel-
opment. The enormous progress made
by her in manufacturing and export-
ing since the outbreak of the war is
little realized in this country.

It is not fully recognized that Japan
is gradually changing from an agricul-
tural to an industrial country, and that
in her new drive to win some of the
foreign markets she has captured con-
siderable of the business which was
formerly held by this country. The
great expansion of her foreign trade
since 1914 is shown by the official re-
turns of her trade in 1916.

Exports Far in Excess of Imports.
During that year the total value of
imports was 766,500,000 yen, being an
increase of 224,000,000, while the ex-
ports for the same period amounted to
1,187,500,000 yen, being an increase of
about 419,000,000 yen. The actual ex-
cess of exports over imports for the
year was 421,000,000 yen, as compared
with 170,000,000 yen for 1915.

The changed position which has
taken place since the beginning of the
war may be seen from the fact that
for the year 1914 there was actually
an excess in the value of the imports
over exports of about 4,500,000 yen.

Cotton manufacture is one of her
principal industries, and the statistics
show that the average number of spin-
nines working daily in Japan in 1914
(the latest available year) was nearly
3,500,000. Wool manufacture was not
started on before the war to any great
extent, but it has now received a con-
siderable impetus, and Japanese fac-
tories are executing orders from the
Russian Government.

The production of iron and steel—
both in government and private works
—has also been very considerable, the
best iron ores being imported from
China. Japan has some 600,000 tons
of shipping now under construction,
and the industry is in a flourishing
condition. Her merchant marine con-
sists of 2,170 steamers of 1,704, 785
tons, and 9,187 sailing ships of 872,403
tons. Ocean-going steamers exceeding
8,000 tons number 448, with a total
tonnage of 1,428,212 tons. Thirty-nine
ocean-going steamers of 140,236 tons
were launched from Japanese yards in
1916.

May Use American Machinery.
It might be added that Japan is now
investigating the possibility of using
American cotton-spinning machinery
in their mills. The extent of purchases
already decided on is estimated at
800,000 spindles.

How her credit stands may be seen
from the fact that her 4½ per cent.
loan is quoted on the London Stock
Exchange at 91½, yielding at that
price, interest of nearly 5 per cent.
Great Britain's 4½ per cent. loan is
quoted at 92½, so we see how the rela-
tive positions of the two countries
have changed since 1914. Before that
fateful time no one would have
dreamed of comparing the two credits.

Already Japanese manufacturers
have quadrupled their exports to Aus-
tralia. Ships which in the past aver-
aged a cargo of 450 tons now bring to
Sydney 2,500 tons. The Japanese have
captured a great deal of the trade once
firmly held by American, British, Ger-
man and French exporters. In the silk
market they have won the premier
position, and Australian shops are now
filled to overflowing with cheap Jap-
anese silks.

The following Japanese goods are
now sold with great success in the
Australian market: Glasses, scientific
instruments, silks, Panama hats, cot-
tons, toys, insulators, electric light ap-
paratus, camphor, sulphur oil, matches,
basketware, rubber tires, bottles, por-
celain.

Japan's rapid industrial and com-
mercial strides will serve to intensify
the formidable competition which the
American manufacturer will have to
meet both in domestic and foreign
markets after the war. They afford
another striking proof of the necessity
for restoring friendly relations be-
tween capital and labor, securing fair-
er and better business laws and
moulding a better public attitude to-
ward business so that American in-
dustry may be rid of its harassments
and made strong for the trade fight
after the restoration of peace.—*Indus-
trial Conservation, New York.*

Feeling the Public Pulse.
A board of trade or chamber of com-
merce can render vital service to a
community by aiding in the passage
of laws which tend to make the com-
munity more prosperous. In that re-
spect the organization acts as an in-
terpreter, helping to translate the
needs and the desires of the people
into laws that will encourage, rather
than discourage, business enterprise.
—*Industrial Conservation, New York.*

COTTON GOODS COMPANY BUILDING MODEL CITY.

Constructing 100 Cottages with Hospi-
tal, Library, School and
Meeting Hall.

A big cotton goods manufacturing
company with offices in New York
City and a million-dollar plant at Pas-
saic, N. J., recently completed the pur-
chase of 300 acres of land, comprising
the whole village of Allwood, near
Passaic, and has begun the construc-
tion of a model industrial city.

Almost a thousand men are em-
ployed in the Passaic plant, which will
be abandoned. Plans are to have a
city of about 3,500 population. One hun-
dred cottages will be built. There will
be a hospital, library, school, and
meeting hall. Twenty homes for su-
perintendents are to be put up at once.
Homes will be purchased on monthly
payments.

Social welfare workers, architects,
and industrial leaders have given ad-
vice to the president of the mills. His
plan is regarded as the most advanced
step of the kind, in some respects, that
has been taken in this country.

The present mill has rest rooms,
nurses, and a dining hall. Dances have
been given there every Saturday eve-
ning throughout the winter. There
have been practically no labor trou-
bles.—*Industrial Conservation, New
York.*

USE OF LEISURE TIME A FACTOR IN SUCCESS.

Time Not Spent in Working, Eating
or Sleeping May Determine
Efficiency.

"How do you spend your leisure
time?" is the question which appears
on the application blanks for employ-
ment in some of the largest business
houses today. To some this may seem
an unnecessary intrusion on the pri-
vate life of the individual, but the way
in which a worker utilizes the interval
between 5 and 6 p. m. and 8 or 9 a. m.,
as well as his holidays and Sundays,
has an important bearing on his effi-
ciency. Dull heads and unsteady
hands, which are often the by-products
of misused leisure hours, are distinct
liabilities in any work, whether it be
mechanically routine or of the sort
that requires judgment and adaptabil-
ity.—*Industrial Conservation, New
York.*

HOW TO SAVE A BILLION A YEAR.

Co-operation Between Wage-Earner
and Wage-Payer Will Save
an Enormous Loss.

There is an estimated waste of a
billion dollars annually in industry in
the United States, due to labor trou-
bles. This billion dollars could better
be employed to the advantage of both
the man who hires and the man who
is hired. Capital can gain no advan-
tage by fighting labor, and labor can
gain no advantage fighting capital.
The result of the battle is always an
expensive draw.

On all sides, however, are to be
found evidences that both parties have
begun to realize the futility of endless
friction.—*Industrial Conservation, New
York.*

THE HUMAN NOTE IN INDUSTRY

Will Be Most Strongly Accentuated in
Coming Years, Says Edison.

"Problems in human engineering,"
predicts Thomas A. Edison, the elec-
trical wizard, "will receive during the
coming years the same genius and
attention which the nineteenth century
gave to the more material forms of
engineering.

"We have laid good foundations for
industrial prosperity. Now we want
to assure the happiness and growth of
the workers through vocation educa-
tion and vocational guidance and
wisely managed employment depart-
ments. A great field for industrial ex-
perimentation and statesmanship is
opening up."—*Industrial Conservation,
New York.*

NEED FOR LOYAL WORKERS.

Men Who Will Exert Best Efforts to
Help Win War.

It would be impossible to overesti-
mate the importance of labor in its re-
lation to the war, and the necessity for
every workman to give his best ef-
forts in order not to handicap the gov-
ernment in its work of carrying the
war to a successful termination.

The loyal American workman
may be depended upon to do his full
duty if he is not led by the mistaken
policies of his leaders to do the things
which his own conscience and his own
reason tell him are wrong.—*Indus-
trial Conservation, New York.*

USE OF LEISURE TIME A FACTOR IN SUCCESS.

Use of Time Not Spent in Working,
Eating or Sleeping May Determine
Worker's Efficiency.

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ity.—*Industrial Conservation, New
York.*



Taking "Friendly" Advice; or the Parable of the Good Mule Samson

If you should ever visit Prosperity
Town—and we sincerely hope you will
some day—drop in to see our stanch
friend Samson. True, Samson is only
a mule, but he's some pumpkin in
Prosperity Town. Unlike his biblical
namesake, he doesn't go around pulling
down temples or killing Philistines
with the jawbone of his deceased fa-
ther. Moreover, when he has had a



"What Ails Him?"

shave, a shampoo, and a haircut, our
Samson is as strong, nay, stronger
than ever.

Samson is a good, constructive citi-
zen. It's his job to run the treadmill
that turns the wheels of industry. If
Samson should quit his job all the fac-
tories in Prosperity Town would have
to close their doors, and factories, by
the way, are the mainstay of Prosper-
ity Town. Any time you happen to
pass the treadmill you can see Samson
doing his treading marathon. He never
seems to tire at his job. There are
folks in Prosperity Town who think
that Samson, as an industrial factor,
is capital, but we hesitated to state
the fact for fear you might accuse us
of trying to perpetrate a pun.

Samson's driver is a man Public, an
intelligent, well-meaning person who is
just beginning to get along famously
with Samson. There was a time, how-
ever, when Public was so engrossed
with the affairs of his numerous fam-
ily that he hadn't much time left for
the occupation which gave him his in-
come, and mule driving requires study
just like medicine, military tactics,
mixing mint juleps or any of the other
exact sciences.

Something happened recently, how-
ever, which caused Public to take a
keener interest in his job. He was
nearly eating lunch one day when a
man named Agitator, a former resident
of Prosperity Town, passed the tread-
mill of industry, and, seeing that it
was unguarded, thought it would be a
good joke on Public to put a few kinks
in the machinery. It wasn't a sense of
humor alone that gave Agitator his in-
spiration. He saw that he might make
his little joke pay. You see, he owned
a hardware store in Prosperity Town,
where he kept in stock a fine line of
hammers, axes and other implements
that can be used to advantage in
knocking and tearing down. He honed

that Public, who didn't know much
about machinery, would get disgusted
with the treadmill when he found that
it didn't work properly and would buy
a few of Agitator's tools to smash it up
with, for Public didn't have much pa-
tience in those days. So Agitator got
a crowbar and worked industriously
around the treadmill for several min-
utes, after which he brushed off his
clothes and went back to his hardware
store to wait for business.

A few minutes later Public returned
from lunch with a bad attack of indig-
estation and a grouch against mules
and treadmills in general. His ill tem-
per was increased by Samson's inability
to turn the treadmill at the accus-
tomed rate of speed. Poor Samson
puffed and struggled, and manifested
all the other distressing symptoms of
hard work, but he couldn't keep up to
time. Public belabored him until his
arm was tired, and then, scratching
his head, he roused irritably.

"I wonder what ails that mule, any-
how? He certainly gets enough to eat.
I've been feeding him right along on a
good rich diet of profits."

Scratching one's head has often been
known to stimulate a flow of brilliant
ideas, and Public, after continuing the
process several minutes decided to vi-



"I've Followed Everybody's Advice;
Now I'm Going to Take That Load
Off Altogether and Give Him
His Old Diet."

it his friend Legislator, who ran a mill
down the road and who professed to
know all there was to be known about
muleology. Legislator was not only
willing but eager to give advice on
the subject.

"It's as plain as the nose on your
face what ails that mule," he said,
sticking his thumbs in the armpoles of
his vest and shifting his cud, after the
fashion of sturdy Yankee lawmakers.
"You're feeding him too well, and
you're not giving him enough work.
Cut down his diet of profits and mix
some deficiency in his food. Then put
on his back several sacks of the excess
taxes I've just ground out of my mill."

Public, breathing a sigh of relief,
tried Legislator's prescription on Sam-
son, but the treatment merely had the
effect of reducing the mule's energy
still further. After a few moments
more of head scratching, Public decid-
ed to consult Agitator. Agitator was
a wise man. At least he talked well,
and Public at that time was very sus-
ceptible to oratory.

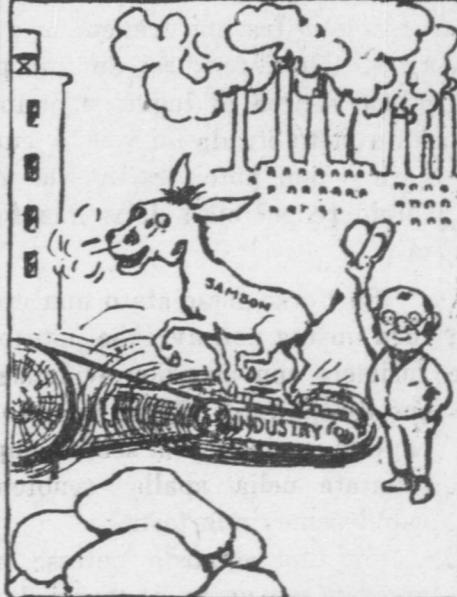
"Certainly I'll help you with a little
expert advice," said Agitator, doing his
best to hide a grin. "It's apparent to
any thinking man that all Samson
needs is a few hard knocks. There's
something complex about a mule's
psychology that needs just that sort of
treatment. Now I can sell you a splen-
did hammer to wallop him with. That
will administer the proper psychic
stimulus. Then I have some excellent
axe grease here, compounded of a mix-
ture of labor trouble and industrial un-
rest. Just rub a little of that into the
machinery of the treadmill."

So Public bought the hammer and
the axe grease, which was really glue
inocuous, and went back to Samson.
At heart Public was a kindly man, and
he felt that it was unnecessarily cruel
to hit Samson with the hammer, but he
had implicit confidence in Agitator, so
he spat on his hands and let Samson
have a few good ones, which nearly
broke the mule's back, but failed to
produce any tangible results in the
way of increased speed. Then as a
last resort Public took up the fake
axe grease, but as he was about to
rub it into the machinery he saw
something that made him hesitate and
then send for the repair man. Agita-
tor, it seems, had underrated his in-
telligence.

"Well," said Public, "I've taken
the advice of my friends" (strong accent
on the friends), "but from now on I'm
going to use my own judgment."

So while the repair man straighten-
ed out the kinks in the machine Public
pulled the bags of excess taxes from
Samson's back and treated the mule to
a good meal of his customary feed.
Presto! The mule began to run, the
treadmill began to buzz, and the board
of directors voted to raise Public's sal-
ary for increasing the prosperity of
Prosperity Town.

But that is not the end of the story.
Some enterprising sleuth linked up the
injury which had been done to the



"Nix on Friendly Advice."

treadmill with some of Agitator's oth-
er activities, and the municipal au-
thorities decided that they would ei-
ther have to change the name of the
town or ask Agitator to leave. They
voted in favor of the latter alternative,
and one fine day the hardware dealer
was ridden in state on a rail to the
outskirts of the city, where he was
handed his passports.—*Charles A. Rie-
ser, Industrial Conservation, New
York.*

CLOSER KINSHIP IS THE NEW IDEAL IN AMERICAN INDUSTRY

Harmony Between Men and Man-
agement Recognized as a
Desirable Factory Asset.

IS NOW AN INVENTORY ITEM

Modern Manufacturer Cultivates Good-
Will of Workers—His Interest No
Longer Confined to Conversion of
Raw Material Into Finished Product.

No established business can operate
efficiently without inventory. The in-
ventory tells the story of whether the
business is successful or otherwise.
You put almost everything you have in
an inventory, and the value that you
think the article bears in relation to
your business.

But there are many things which go
into the composite body of inventory
beside personal property. There is
the question of good will. There is
the item of the contentment of em-
ployees. There is the question of the
relation of employer to employee.
There is the item of the health hy-
giene of artisans. And there is the
final item, which is always eloquent,
of whether or not the men who work
are better citizens in the community
in which they live.

The time has come and gone when
manufacturers are exclusively inter-
ested in converting raw into finished
product. The time has come when all
employers must be interested in the
quality of manhood of the men who
work.

Industrial conservation means the
preservation and protection of the
lives, liberties and rights of men in
industry as much as it does the pro-
tection of the economic agencies of
manufacture. It spells industrial in-
tegrity. The age of ruthless competi-
tion is relegated to the past. The
interests of employees and employers
are not necessarily identical, but they
are mutual. If the humblest employ-
ee in any industry is not interested in
the success of the concern for which
he works he should be eliminated. If
the executive of any large industrial
concern is not interested in the hum-
blest toiler the executive should be
eliminated.

The Meaning of Co-operation.

The new idea in industry is a closer
kinship and deeper appreciation of the
necessity for mutuality and co-opera-
tion. Co-operation means not merely
the physical co-ordination of industry;
it means the spirit with which the la-
bor is performed. Co-operation is not
a question of wage or hours of labor;
it is an agency for the betterment
of employees, stockholders and offi-
cers. If an industrial concern cannot
manufacture good will, it ought to go
out of business.

Industrial conservation means mobi-
lizing industrial forces, both internal-
ly and externally. It means protec-
tion, not in the tariff sense of that
word, but in the sense of establishing
an industrial Rock of Gibraltar against
the international trade conditions
which will follow on the termination
of the European war. The vast eco-
nomic changes to follow the Euro-
pean configuration cannot be worked
out by a group of men. The test of
democracy depends upon the contribu-
tion of everybody interested in the
maintenance of democracy, independ-
ent of political, sectional or racial
considerations.

Just as sometimes industrial plants
are reorganized, so now American in-
dustry is undergoing a process of re-
organization. It is no longer an age
of the brutality of competition, but of
skill in bringing about co-ordination.

Business now means making better
men and better conditions for labor,
more highly specialized vocational
training, and a non-provincial outlook
and realization that the eventual great-
ness of American industry cannot be
measured in terms of dollars and
cents, but in terms of the manhood of
the men who constitute the fibre inter-
woven in our scheme of democracy.

Welfare of Worker Considered.

Measures designed to reduce the
cost of accidents in industry, the high-
est degree of safety apparatus for
workmen, the study of fatigue and its
consequences on the operative, the de-
velopment of the individual efficiency
of workmen, the problem of sickness
insurance, either through voluntary
or involuntary plans; the study of the
economic factors involved in a shorter
working day, the standardization of
cost systems—these and dozens of other
problems are all part and parcel of
industry today.—*Industrial Conserva-
tion, New York.*

LET YOUR ENTHUSIASM HELP YOU WITH YOUR WORK.

Increase Your Personal Power by Put-
ting Your Soul Into Your Job.

Enthusiasm is the dynamics of your
personality. Without it, whatever abili-
ties you may possess lie dormant, and
it is safe to say that nearly every man
has more latent power than he has
ever learned to use. You may have
knowledge, sound judgment, good rea-
soning faculties, but no one—not even
yourself—will know it until you dis-
cover how to put your knowledge into
thought and action.—*Industrial Con-
servation, New York.*