

activities. They give many examples of where these activities can be successfully combined, but the number of cases in which they can be separated successfully is very few. I should personally place far more emphasis on the importance of specialization by trade outlet, which would carry with it a certain amount of specialization by type of product. I think a proper appreciation of the significance of this point will help many companies to handle some of their problems better than they have in the past.

The second major point made by the Business School is the unity of control over production, finance and marketing. On this matter I am in hearty accord with the Business School, and I believe that the tendency of the industry will be more and more in this direction, whether the unity of control is brought about through the leadership and initiative of the men now acting as selling agents or by the mills themselves. I do not take this point as a criticism of the selling agents as such or of the mills, but rather of the relationship that now exists in many cases between the two organizations. This relationship so far as I know is not common outside of the textile industry.

The "meat" of the report is contained in the first and last two chapters. The other chapters, however, while "heavy" in spots will repay very careful study. Mr. Pickard of the Textile Foundation has made what seems to me a valuable suggestion which he hopes will be carried out by the trade. It is suggested that each company upon receiving a copy of the report ask one member of its organization to make a thorough study of the report and its implications to that company and write a memorandum on this point for the use of the chief executives of that company. In this way Mr. Pickard feels that the report can be made of the greatest practical value.

While not everyone will agree with all of the conclusions or information of the report, a very good job has been done by the Business School, which was made possible because of the whole-hearted support given by the various branches of the industry. I think also that the Textile Foundation, which made the report possible, deserves the thanks of the industry for its recognition of the need for more attention to distribution research than research in the field of production only.

Some people in the industry will undoubtedly see little of significance in the report to their own situations, but if a few of the leaders do grasp the full implications and meanings of the report and the report in any way stimulates action along the lines recommended, I think the Textile Foundation may well feel that the work which they made possible has been worth while.—By FESSENDEN S. BLANCHARD, Merchandise Manager, Pacific Mills, New York.

THE COMMERCIAL PROBLEMS OF THE WOOLEN AND WORSTED INDUSTRIES. By Paul T. Cherington, The Textile Foundation, Inc., Washington, D. C., 1932, pages xiii, 242. (\$2.50)

This is a book of utmost timeliness by a veteran and a scholar. It will interest those who are really studying remedies for unemployment as well as those in every trade association who are able to "make transfers" to their own industry and who aid or hope to aid their firm membership. It might well get a new jacket and capitalize the interest in the Recovery Act, though it was of course written previously. Yet it is entirely devoted to the industries mentioned in the title and makes no claim to interest others.

Mr. Cherington moves lucidly through the field; grounding the reader in statistics of the industry, charting both the trends of its chief products and those of other enterprises that reflect the changing lives and activities which cause habit and style developments; setting aside certain problems as at present in-

soluble; giving an absorbing account of the history and functions of the distributing and financing agencies; analyzing the peculiar difficulties of an industry which "no longer makes a finished product . . . rather a raw material for the cutting trades"; and, after describing several isolated solutions of the problem, suggests a program for the industry as a whole, which he modestly urges as "a few clarifying steps."

Because of our rapid change in commercial and industrial thinking, we are trying as never before to spell out sound relationships between competition and co-operative enterprise:

The difficult point to hold is the fact that while the origin of action and its main expressions must be individual, it is of utmost importance to keep in proper relation with the interests of the related crafts and trades.

He quotes a compelling parallel from Jerome Eddy:

Competition does not need to be blind in order to be real, any more than the erection of a high solid fence between foot racers is necessary to insure a good-foot race.

Anyone who has attended typical code hearings at Washington can realize that a new deal will be really launched when some such attitude becomes widely understood. And the participants are examining "co-operation" as never before. It is only a question of time before the great forces of the public and labor now represented in our machinery will take up the cudgels for such an approach as Cherington exemplifies, for it is essential to regularization.

There are indications given that individual plants and therefore trade associations might normally be slow to realize their opportunity. The author quotes, without naming, another wool authority at some length, giving a partial list of the hindrances to a co-operative spirit, saying that "they may be false but here they are":

1. A baronial attitude of obliviousness to consequences of any given act provided it gets business for its performer.

4. Refusal to recognize the unity of the selling job which runs until the final user of the fabrics is reached and sold.

At the risk of giving a very inadequate idea of his reasoned and cautious treatment, the reviewer will close with a brief of his "summary of a program for betterment":

1. The preservation and expansion of the Federal Census Bureau's present reports on wool consumption and active and idle machinery, garment cutting and other current operations.

2. . . . using the woolen and worsted industries as a model for complete coverage with current statistics. . . .

3. Interpretive work, dealing with these figures (and others) . . . should be undertaken for the industries (and financed by them) by such institutions as the Industrial Research Bureau of the University of Pennsylvania, the Bureau of Business Research of Harvard . . . and other similar institutions.

4. Inter-association projects . . . to end some of the more disturbing causes of confusion in textile distribution.

5. Either through the National Association of Wool Manufacturers or independently, there should be formed specialized Economic Councils . . . to bring about improvement of underlying conditions.

6. Co-operation with the U. S. Institute for Textile Research . . . for accomplishing some of the foregoing ends as well as for furthering research in technical fields.

7. Existing bureaus and services designed to help in the solution of style problems ought to be encouraged and perfected.

8. Mills and selling houses . . . should be encouraged to develop (adequately manned) statistical staffs. They can more than pay their way.

9. The development of a keener statistical sense on the part of many mill men. . . .

10. Thus equipped with statistical background, the responsibility falls on the individual concerns to use the underlying figures and the factual records of their own current sales to project plans for a safe distance ahead of any given time.

By FRANCIS GOODSELL, Management Counselor, New York.

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