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**Secrets Of Success Of A Great Commercial Nation.**

(This is the first chapter of a series of constructive criticisms upon the phenomena of modern commerce. The author has an international reputation and is an authority upon the subject. He has contributed to the literature of efficiency such works as "Modern City Planning," "Hydroelectric Development and Engineering," "The Price of Inefficiency," etc. Mr. Koester's analysis of the causes that have placed Germany in the front among the nations of the world will especially appeal to thinking Americans who realize that we ourselves must very soon solve those problems which the Germans have handled so well.)

Whatever the fortunes of war hold in store for Slav or Saxon, Celt, Teuton or Gaul, the chief interest of Americans in the present war will be temporarily lie in the strokes of tactics, however brilliant, or the chessboard moves of strategy of military boards of directors, however studied or comprehensive.

The panoply of war will but briefly crowd the stage, and when the spectacle is passed again we must turn with whatever lessons we may have learned to the every-day business of life, whosever shoulders bear the burden of indemnity, and whosever pockets are lined with foreign treasure.

America is the chief spectator of this world-wide show, but unfortunately, an unwilling and heavily mulcted patron, and thus one entitled to cry "a plague on both your houses." Appreciating this, efforts have not been spared by either side to defend its entrance into the quarrel, so that who ever runs may read and read aptly.

But America has not much to profit by the exact determination of whose match struck the powder. But she has to profit and vastly to profit by coming to thoroughly understand how the powder was accumulated, and the infinite and far reaching economical processes which led up to the great explosion and the sowing of the winds of international competition which are now being reaped in the whirlwinds of war.

To those who are familiar with European conditions, particularly the contrast between England and Germany, the truth is in reality a priceless book of knowledge to America. It needs only a homely illustration to ponder its value, a story of two farmers; for America and Germany may be likened to neighboring husbandmen, one of whom holds land on the alluvial side of a stream where his crops grow in rich profusion with but little cultivation, while the other dwells upon the barren side with a narrow strip of fertile soil to hand. The rich farmer, with his ample crops in his more frequent moments of leisure, may observe unconcerned, if not with a certain impulse of charity, his necessarily more industrious neighbor on the barren shore. He will certainly not grudge him the few drops of honey which his poorly situated neighbor's bees carry across the stream and he may even admire the intensive detail with which the meager soil is cultivated.

But when after a few decades the barren shore blooms like a garden while the rich alluvial soil has been exhausted by the reckless drafts upon its fertility, and the prodigal farmer begins to feel the pinch of circumstances and lessening yields, while the farmer on the once barren shore thrives on with the comfort and luxury that once were enjoyed by the prodigal farmer, it behooves not the latter to neglect the lessons which the poor farmer has been forced to learn, but rather to avail himself of the hard-earned technique and the multiplicity of devices which the severe but kindly mother of inventions, necessity, has forced upon him.

This comparison is by no means fanciful. Germany, with an area four-fifths of the size of Texas, supports a population of 67,000,000 which, without immigration, is increasing at the rate of one million a year, while the vastly richer and wider expanses of America support a population of 100,000,000 with a wealth per capita only slightly in excess of Germany's wealth per capita.

In 1870 Germany with a population of 40,000,000 was poor in natural resources and poor in pocket. Today, with a population 61 per cent greater, she is still poorer in natural resources, but her savings bank deposits have increased 600 per cent, and the individual wage earners' income and wages have more than doubled.

Her foreign trade has increased from one to five billion dollars, while in the same period the foreign trade of Great Britain, for example, only increased from two to five and a half billion dollars. Thus, while England has been doubling her trade, Germany has increased hers fivefold.

Comparison might be multiplied, but these few items are typical of the enormous development of Germany. It is the present purpose to point out the secrets of this vast German progress and to show in what particulars America may profit by the hard experience which Germany has gained.

America, enjoying the isolation of its geographical situation and free from the pressure of foreign political considerations, has been animated in its development by individual rather than national considerations. The country has grown up of its own accord. That it should become great and powerful has not been an active-conscious national policy.

Its politicians have been engaged in their own devices and have found favor not in developing the country as a nation, but in favoring certain factions succeeding each other in power from time to time.

America thus has not been subjected to two great driving forces which have been at work in building up Germany, that is bureaucracy and the necessary policy of national development for the sake of the individual.

Germany has had to become effective as a great national mechanism in order to maintain her national individuality gained after long years of effort. National existence among close, hostile and powerful neighbors depends on power as a nation. The individual must always place the state before himself. He

must be sacrificed wherever necessary, both in peace and war, to the national idea. Anything less involves the extinction of the state as a state.

Under similar conditions Americans would similarly be ready to sacrifice themselves. Since the necessity does not exist, this phase of national character is quiescent in Americans, who are ready enough to sacrifice themselves in time of war, but who in time of peace fail numerously even to go to the polls.

Not understanding the conditions, Americans subject Germans to criticism for permitting themselves to be led by a "War Lord" (literally but in reality "commander-in-chief"), for the most part not realizing that there is more real personal liberty in Germany than in the United States, and further not understanding that where a German sacrifices his personal liberty, he does so in the interest of Germany as a nation, drawing from the augmented national effectiveness a spiritual strength which more than reimburses him and contributes much to the meaning of the much misunderstood term, German "Kultur"; which does not mean "culture" in the English sense, but rather, "ideals of German civilization."

America to prepare herself against the day of aggression which her relatively unprotected affluence invites.

This brief outline of the political position of Germany shows the mighty external and internal material incentives which have acted upon her. In the long proceeding generations, Germany was divided and powerless. Without the unifying force of a national entity, her expression was largely confined to the occasional efforts of sporadic genius, as is the case with all small countries. With unity came national aspirations, and national accomplishment until to-day Germany, the youngest of the great nations, has aroused such jealousy as to become the victim of the most extensive military coalition ever formed.

Under the impetus of unity and with the incentives and necessities to which she has been subjected, Germany has accomplished remarkable things.

It cannot, therefore, fail to be of the greatest interest and value to Americans to give their attention to the expedients and secrets of German progress to see how Germany has met certain problems which, as will be pointed out subsequently, will sooner or later confront America and be prepared to adopt such of her expedients as will be most useful here, for the technique of science, of politics and of economics which has brought Germany to the front in forty years, must certainly contain suggestions of value to America as her own destiny leads into more constricted ways, while a knowledge of German conditions and methods will allay the baseless prejudice which has arisen and will increase the friendship of the two countries, a consummation of undoubted and inestimable mutual benefit.

(In the next article of this series Mr. Koester will discuss the Duty of the State to the Citizen as interpreted by the German Empire.)

(The Fatherland.)  
 Vor 800 Jahren.

Das letzte Mal, daß die drei nordischen Könige vor der kürzlich in Walmö abgehaltenen eine politische Zusammenkunft hatten, war im Jahre 1101. Der Schwedenkönig Inge der Ältere traf sich mit Norwegens König Magnus Barfot in Rungäsk, in der Nähe von Gothenburg, wo der König Erik Ejegod von Dänemark zwischen ihnen den Frieden vermittelte. Es sind also mehr als acht Jahrhunderte verfloßen, seitdem die Monarchen des Nordens zum letzten Male vereint waren.

Eine bewaffnete Neutralität zwischen den drei Ländern, die erste ihres Schicksals in der Geschichte, wurde 1691 abgeschlossen, um gegen die brüderlichen Bestimmungen Englands und Hollands gegen den Schiffsverkehr größere Bewegungsfreiheit zu schaffen, was auch gelang. Das nächste Mal, als die nordischen Länder gemeinsam ihre Neutralität behaupteten, geschah das auch als Schutzmaßnahme gegen Englands Terrorismus. Das war der berühmte bewaffnete Neutralitätsbund zwischen Schweden, Dänemark und Rußland vom Jahre 1780, der 1800 erneuert wurde, auch jetzt auf Grund der Uebereinkünfte Englands. Durch dies Bündnis erhielten die heutigen völkervertraglichen Bestimmungen ihre erste Formulierung, obgleich sie erst auf dem Kongreß in Paris 1856 offiziell anerkannt wurden. Das schwedische Reich hat also alte und glorreiche Traditionen in der Frage der Entwicklung der Bestimmungen, die für die Stellung der neutralen Mächte während eines Krieges maßgebend sind, gewahrt.

Der Weinertag der Erde.  
 Professor Marescalchi, der Vorsitzende der Gesellschaft italienischer Weinbauern, hat auf Grund der jüngsten statistischen Aufstellungen berechnet, daß die Weinerzeugung der Welt von 1909 bis 1914 eine erhebliche Vermehrung erfahren hat. Während sie sich nämlich im Jahre 1909 auf 158 Millionen Hektoliter belief, ist sie jetzt — oder war sie vielmehr vor dem Kriegsausbruch — auf 183 Millionen zu beziffern. Von dieser Weinerzeugung entfällt natürlich auf das alte Europa der Hauptteil, da hier nicht weniger als 160,300 Millionen Hektoliter erzeugt werden. Es folgt Amerika mit 13 1/2 Millionen Hektoliter und alsdann Afrika, das 8,8 Millionen hervorbringt. Die Weinerzeugung von Asien und Ozeanien ist ganz unbedeutend; sie beläuft sich nur auf 300,000 und 250,000 Hektoliter.

Unter den europäischen Weinländern steht, wie bekannt, Frankreich an der Spitze. Seine Felder bringen 60 Millionen Hektoliter hervor, doch steht Italien mit 55 Millionen nicht weit hinter Frankreich zurück. Die Weinerzeugung von Spanien beläuft sich auf 16, die von Portugal auf 7, die von Ungarn auf 6, die von Oesterreich auf 4, die von Rußland auf 3 1/2, die von Deutschland auf je 2 Millionen. Am Schluß der Liste der europäischen Weinländer stehen Rumänien, die Türkei, die Schweiz und Serbien. Das wichtigste Weinerzeugungsländ in Afrika ist Alger, das 8 Millionen Hektoliter hervorbringt, und in Amerika steht Chile an der Spitze, wo 7 Millionen Hektoliter erzeugt werden, während die Vereinigten Staaten bisher nur 2 Millionen Hektoliter Wein hervorbrachten.

Imperialism means in its fullest extent world domination. The pro-British propaganda credits Germany with the ambition of ruling the world. The 67,000,000 Germans are to be the masters of 39,000,000 French, 43,000,000 Japs, 46,000,000 British and her 390,000,000 colonial and imperial subjects, 168,000,000 Russians, 100,000,000 Americans and any other odd hundreds of millions around loose on the face of the earth. Merely to state such a proposition is to show its absurdity. Germany should at least be credited with some degree of sanity. The limits of her imperial ambition, if her ambition be so termed, is most fittingly expressed in the phrase of the Imperial Chancellor, Hon. Bethmann-Hollweg, "a place in the sun."

Only the most violent of Germany's foes would credit her with the impossible ambition of desiring to seize all the places in the sun.

The extent of Germany's ambitions is, and properly is, an outlet for her products, a secure source of food and raw materials and the indisputable acknowledgment of her position as a world power. That is to say, sure breathing room, nothing more. The justice of these ambitions cannot be denied by any impartial observer.

No American but regards his country as an unconquerable world power, and perhaps no American but regards Germany in the same light, yet Germany has not as yet indisputably demonstrated it. To note, if all Americans were crowded into Texas with not only Japan, but a Japan more than twice as populous alongside and imbued with the ambition of dismembering her and of seizing large slices of an already restricted territory, the passionate necessity of demonstrating to herself, to her foes and to the world her unconquerable position would be manifest.

That is Germany's position to-day, with not only Russia alongside, but with two not less formidable antagonists on the other side, and with Japan in the far east.

In such a situation the accusation of imperialism is utterly grotesque and the holding up of Germany as a bug-a-boo by England to prejudice America are seen to be ridiculous.

It must be obvious, therefore, that America can not justly entertain any prejudice against Germany and that instead of regarding her with distrust and suspicion, most valuable lessons are to be learned from Germany which will enable America to profit vastly in a material sense by the utilization of her great natural resources, in the manner which Germany has found so profitable with her meager field while enabling

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