

**SECRETARY REDFIELD ON FOREIGN TRADE**

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abroad. If we get that job started well in two years, we shall be very thoroughly content.

Now, that is what has been done. It has been started, approved by the president, has met the approval of congress thus far and will be within a very few weeks, we believe, put into actual effect; that is, at the opening of the fiscal year. From that we hope to develop into a still larger field of usefulness. And in it all there has never been resistance, there has not been objection. The whole thing has met, in spirit and in act, only a desire to help forward the foreign trade of our country.

There is one other thing I want very frankly to say, because it is not upon your program and it needs very much to be said. I found that export trade began in the shop. It did not begin in Washington. It did not begin in an association or in the office. It began outside in the shop. Just precisely as we found American competitors who would a great many times get away with us, so we found German and English competitors who would a great many times get away with us. I confess it did not occur to the gentlemen who led the business that that was any special reason for saying "We cannot." It did occur to them that it meant a ruthless criticism of their own methods; that nothing honored by tradition or by custom was to stay in that shop if a better method could be invented. It meant the passing out of many things that had been held industrially sacred, and it meant the coming in of many things that had been industrially unknown. But nothing ever did us more good in the factory than to meet the keen pressure of this competition, and to be forced, if we would meet the world in commercial arms, to do it by searching out our own ways first, to see if they were good or not. I say that with emphasis, because that

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Coffee to Postum.

The large army of persons who have found relief from many chronic ailments by changing from coffee to Postum as a daily beverage, is growing each day.

It is only a simple question of trying it for oneself in order to know the joy of returning health as realized by an Illinois young lady. She writes:

"I had been a coffee drinker nearly all my life and it affected my stomach—caused insomnia and I was seldom without a headache. I had heard about Postum and how beneficial it was, so concluded to quit coffee and try it.

"I was delighted with the change. I can now sleep well and seldom ever have headache. My stomach has gotten strong and I can eat without suffering afterwards. I think my whole system greatly benefited by Postum.

"My brother also suffered from stomach trouble while he drank coffee, but now, since using Postum, he feels so much better he would not go back to coffee for anything."

Name given by Postum Co., Battle Creek, Mich. Read "The Road to Wellville," in pkgs.

Postum comes in two forms:  
Regular Postum—must be well boiled. 15c and 25c packages.

Instant Postum—is a soluble powder. A teaspoonful dissolves quickly in a cup of hot water and, with cream and sugar, makes a delicious beverage instantly. 30c and 50c tins.

The cost per cup of both kinds is about the same.

"There's a Reason" for Postum.  
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gospel is badly needed in America. Today there are hundreds of your associates and mine who still do not believe they can, and who have not yet the courage to try. Yes, I have had a letter this morning from one of the large ones who still thinks he cannot, and whom I have not yet been able to spur to the point where he is willing to see whether he can or not. This gospel of turning our criticism in upon ourselves is sorely needed here. It is the characteristic of our German competitor that he delves and digs into the heart of his industry. It is the characteristic of our English competitor that with his enormous free capital he hangs with a bull-dog courage and a confidence in himself that is supreme, and wins, often, thereby. It has been characteristic, I am sorry to say, of America, that in this single respect we have been too much afraid. We have lacked belief in ourselves, and having looked at the multiplication table so long, have at last come to think that the great human forces are regulated thereby.

Now we must end that day, and end it by a process something like this which I shall tell you. I have in mind a shop in this country, a successful one, which for fifteen or twenty years went on very well. At the end of that time a new manager came who made indeed certain reforms. After some time an expert was obtained at a large price to see what further could be done in improving methods and he made certain other reforms. Had they stopped there, the doors of the foreign markets might have been closed to that establishment. But they did not stop there. Still dissatisfied, still uncertain whether what they were doing and had for years done was the best that could be done, a new manager was taken in and he was told that he was given freedom to think and freedom to act and freedom to spend if he would be responsible for the results of his thinking and acting and spending. I visited that shop at the end of a year after tradition had been thrown aside and past methods had been forgotten. At the end of that year I found one vital process proceeding at one twenty-eighth of the cost of the year before, another at one-ninth of the cost, another at one-fifth of the cost, and the same hope for improvement existing in every phase of the factory life as one after another was taken up. And yet I speak of a shop that had been critically examined by competent experts before any of these things were undertaken, and pronounced to be good. Gentlemen, let us not forget the fact for a moment that in foreign trade we meet men who have traditions which they have forgotten and which they have cast away, men who carry on the scientific side of business as we rarely do here. If we are to compete with them as I know we can, for I have tried it in their own countries, and have never found it impossible, we must do it by forgetting our traditions, by remembering that nothing is good because we own it and no method is wise because we use it, and that in your shop and mine six months ago must be ancient history, if we are to succeed.

Do I put it too strongly? If you will stay after your convention is over and go to the bureau of standards of this department, you shall see for yourself the extent to which the industries of America do not use the available scientific knowledge which is obtained. It is an astonishing fact when we come to grasp it, the unwillingness of you and me and our fellows throughout this country to utilize in our factories the knowledge of scientific research out of which, for example, Germany has created her chemical industry. We could show you an industry,—for example, that has never given—I was

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going to say an hour's, I will be safe in saying a day's—scientific thought to the nature of the material with which it works, and has never spent upon it so much as a few thousands of dollars to determine how it can best be found and utilized to advantage. So, going through industry after industry in our country, we have had greatness of energy and strenuousness of purpose. We have had all that and conscience and character, but we have gone so fast that we have not been willing yet on any very large scale to do the deep research work that would test our methods in the final analysis of truth as to whether they were the best possible or not. No, it is sadly true and ought to be known to be true that against this thoroughness of work there is more or less unconscionable and unwilling resistance among American manufacturers. I believe that it is largely past and is passing, but the lesson still needs to be learned too much. I look to the coming day of our export trade as a day which shall fill us all with pride. I look to the time when we shall regard the gospel of fear as something of the childhood of our industrial life, and insofar as it lies within my power by word of mouth, by official effort and by influence to remove any barriers that may stand in the way of our foreign trade, whether they be at home or abroad, I shall think it my privilege and my duty alike to do that. I thank you, gentlemen.

**THE PEACE CONFERENCE**

Readers of the newspapers from South America have seen in the last six weeks a remarkable change in the attitude of the South American republics toward the United States. The feeling in Argentine, Chile and Brazil is particularly strong. The people of those republics feel gratified, of course, over the prominence of their own representatives in the mediation proceedings at Niagara Falls. That participation has given them direct information concerning what they call the "grand example" of the United States in refusing to impose its will on Mexico by force and in disclaiming all ideas of monetary damages or territorial acquisition. There is little doubt that the gain to the United States caused by the changed feeling in the Latin-American countries will be worth all the toll and trouble connected with our somewhat dubious visit to Vera Cruz.—Nebraska State Journal.

The attempt to defeat trust legislation at this session has failed. The campaign skillfully instituted and adroitly manipulated by the interests to thwart and confuse the president has played into his hands. Nobody scared worth a darn and the result is that the president is covered with the honors of a fresh victory and stands before the country once more vindicated in his wise leadership of the nation and the democratic party.—Dubuque (Ia.) Telegraph-Herald.