













# Footwear

## In Canada

# 1919

**R**EGAL for the New Year presents features of particular and timely importance.

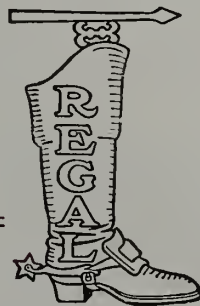
The general feeling of contentment born of a settled peace will bring with it untold opportunities to the retailer who is ready to meet the demands of changed conditions.

Regal is ready.

Regal Shoes have been nationally advertised and sold. Their success is already a fact. Are you prepared to meet the demand of your customers for Regal Shoes?

*Men's and Women's Regal Shoes  
for Spring, 1919*

**REGAL**



**SHOES**

**Regal Shoe Company, Limited**

472-474 Bathurst Street - TORONTO

# PANTHER

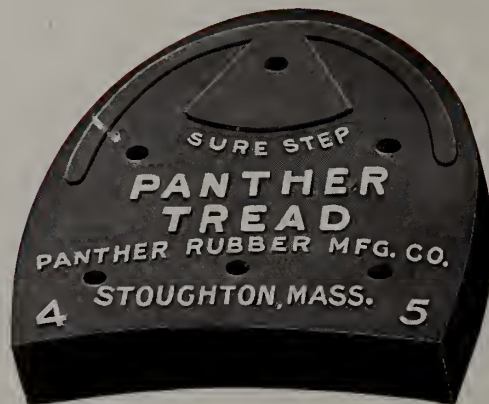
**P**ANTHER Soling is composed of fibre and rubber thoroughly tested for maximum wearing qualities. The result is a sole for all footwear that is greatly superior to leather. Panther Soles look like leather and can be worked in the same manner. In addition they wear longer than leather, are waterproof and much more flexible. They hold stitching perfectly and do not crack.

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*Panther Sure Step Rubber Heels  
are another excellent product that  
will bring new business.*

---

**Panther Rubber**  
**Company, Limited**  
**SHERBROOKE, QUE.**







## Soles that mean more sales of Winter Footwear

Weather-proof soles that withstand slush and snow, water and ice, are the best sales builders in Winter Footwear.

# "Rinex"

is your guarantee of such a builder of sales  
—whether for men, women or children.

Rinex-soled shoes insure waterproofness without bulk, long wear without thickness and elasticity that helps the shoes retain the same style and form that marks the light weight summer shoes.

Many of your customers will insist on Rinex-soled shoes. Prepare now to meet the demand.

Rinex soles are made and guaranteed  
by



Distributing points at

Halifax, St. John, Quebec, Ottawa, Belleville, Toronto, Hamilton, Brantford, London, Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Vancouver, Victoria.

## 1919

The New Year will usher in an era of growth and prosperity such as has been hitherto unknown.

The Footwear trade must be ready to participate in its share of business by carrying good normal stocks of products in popular demand. Don't understock for 1919.

We wish our patrons a good New Year and a generous share of future prosperity.

# MINER FELTS

## For all the Family

Before making their regular trips for all leather lines, our representatives are making special rounds for the convenience of dealers who desire to see early showings of the above lines for Fall trade. If you are, by some mistake, overlooked, write us at once.

Our samples of Felts, Hockey Boots, Warm Lined Goods, etc., comprise a very complete range of goods for your regular Fall and Winter trade.

These are lines which are always in demand as soon as the cold weather comes. We believe that no far-seeing retailer will overlook the importance of preparing early for his stock.

Don't fail to let us know your needs. We can supply you.

## The Miner Shoe Company, Limited

MONTREAL

OTTAWA

QUEBEC

*Agents for the Celebrated Miner Rubber Footwear*

# You Can't Do It



You would not try to shave with an iron razor. You want an edge of keen steel—the very keenest for a good shave.

You can't make a good shoe with a weak counter—it's got to stand up. You must use the very best for a good job.

**What steel is to the razor, high grade Fibre is to the counter.**

## BENNETT COUNTERS

differ from other counters as iron does from steel. They have strength which is increased by flexibility.

Bennett Counters are made completely from high grade fibre manufactured especially for the counter—an exclusive feature. Our counter fibre is not only made on a strictly counter formula, but also in a separate plant where skill is directed by science.

### BENNETT LIMITED

*Makers of Shoe Supplies*

**Chambly Canton, P.Q., Canada**

Sales Office, 59 St Henry St., MONTREAL

Ontario Office, 225 King Street, KITCHENER

# McLaren & Dallas

## FALL and WINTER SEASON 1919-1920

### *Build for the Future with These Lines*

#### **"SUPERIOR" Brand**

Canadian Make of Heavy  
Felts.

#### **"TRICKETT'S" and "PARKERS"**

English Slippers in Felt,  
Velvet and Arctic Cloth.

#### **"LITTLE FALLS" and "RUMPELS"**

Felt Juliets and Soft Sole  
Bedroom Slippers in all  
Styles and Colors.

#### **Moose, Buck, Elk, and Horsehide MOCCASINS**

**O**PTIMISM seems to be the dominant note in forecasting future business. Judicious buying, however, is an essential safeguard for the retailer, and the reliability of his stock is the best security for his future trade.

Take a look over the list of lines mentioned here. They are offered with our reputation back of them, and have been selected with a knowledge of the Canadian public needs for in and out door fall and winter wear. You can be assured of the good value and reliability of every article and of a quick turnover during your selling season.

#### **Sheepskin Wool Lined Sox and Wanagans**

#### **Oil Tan Larigans**

Men's, Boys', and Youth's  
**Knit and Felt  
Socks**

Men's, Boys' and Youth's  
**Leather and  
Canvas Leggings**

Men's, Boys', Youth's,  
Women's and Misses'  
**Hockey Boots**

Men's Fine  
**Leather Slippers**  
in Romeo, Opera and  
Everett Pattern.

Do not fail to see these samples with our salesmen who will call on you at an early date. They will at the same time carry assorting lines for the present winter trade, as well as our whole range of spring and summer samples, including all the best and newest lines, and these will be in stock for early shipment.

## McLAREN & DALLAS

WHOLESALE  
SHOE  
DISTRIBUTORS

30 Front Street West, TORONTO

# To Jobbers



## F. & B. SHOES, A popular line of McKays and Turns

We want every Jobber coming to Montreal to get acquainted with our line. We will send samples on request.

Our factory is running full time now, but we are able to accept a few more accounts.

Skilled workmen, modern daylight factory. We manufacture Women's, Misses' and Children's McKays and Turns.

*We specialize on Children's Footwear*

# F. & B. SHOE LIMITED

Montreal East, - Quebec



# Pulling Trade with the Right Lines

Stock will determine success, more than any other factor.

1919 sees us with better facilities than ever to to equip the shoe retailer with saleable lines.

## Bostonians

are still the safest line to offer your custom. If you have been selling them you will know their merit. If not, we can give you many reasons why they have so consistently held trade. "Bostonians for 1919" is a good slogan for the shoe retailer.

**James Robinson**

*Specialist in Fine Footwear*

**MONTREAL**



## What about Your Rubber Stock?

In the middle of a busy rubber season, the progressive dealer can add to his turnover in this department. A reliable line with an In Stock department is the necessary support for the Shoe Store going out for the rubber trade.

### Independent Rubbers

are always ready for sorting requirements. We make a point of filling rush orders with despatch.

Tell us your needs. The following Independent Brands will fill every rubber request you have — "Dainty Mode," "Veribest," "Dreadnaught," "Kant Krack," "Royal," "Bull Dog."

# James Robinson

*Specialist in Fine Footwear*

## MONTREAL



OUR Good  
wishes to  
our Soldiers,  
returned and  
to return, to our Cus-  
tomers and Friends.  
Let us make 1919 a  
year of harmony  
and goodwill with  
Peace and Pros-  
perity to all Canada's  
Sons.

**The Miner Rubber**  
Company, Limited  
Montreal



# SUPERIOR LINES OF FOOTWEAR FOR 1919

## “MetropolitaN”

WOMEN'S McKAYS

MEN'S WELTS

Success has always attended the stocking of these three lines. Every retailer showing them has the best opportunity to clinch profitable sales.

## “Paris”

WOMEN'S McKAYS  
MEN'S WELTS

Capable Workmanship, well chosen materials and a care devoted to the finish are features that give this footwear a claim to preference.

## “Patricia”

WOMEN'S WELTS  
AND TURNS

Daoust, Lalonde & Co.

Limited

Montreal - Que.

## The "Kumfort Shoe" for Women

"Kushion Soles" bring "Kumfort" to the wearer, and they detract nothing from the Style and Quality of the shoes. Old in principle—new in design and perfection, there is a wonderful opportunity to the dealer in Thompson's Kushion Sole Shoes.



## Thompson's Kushion Sole Shoes



A soft springy cushion of resilient cotton felt placed between the inner and outer soles, extending from heel to toe, forms the feature part of Thompson's Shoes. Our In-Stock business is extensive, and the service we give is dependable. Send for information.

NOTICE—Toronto and Western Ontario buyers—Thompson's Kushion Sole Shoes are carried in stock in Toronto by Mr. Geo. E. Boulter, 3 Wellington St. E.

**THOMPSON SHOE CO.**  
LIMITED  
MONTREAL

*Patented*  
Dec. 30th, 1913

*Patented*  
Oct. 26th, 1915

# Vulco-Unit Box Toe

SUMMED UP IN THREE WORDS  
GIVES



**Economy**  
**Style . . .**  
**Durability**

*Absolutely Water-proof and Perspiration-proof*

**BECKWITH BOX TOE LIMITED**  
Sherbrooke, Quebec, Canada

## When the Boys Come Home

**T**HE return of our soldiers from overseas means more business for the shoe retailer. They will want civilian shoes when they put on civilian clothes again.

But the trade should bear in mind that many of them will not want to go back to the pointed toe and narrow last—and some of them cannot. The Department of Soldiers' Civil Re-establishment has already issued a warning against fitting returned soldiers with pointed-toe shoes. Discomfort is likely to be the result, and in some cases actual injury.

You will want a fairly representative stock of broad-toed wide fitting shoes in order to properly care for this demand. We are in a position to supply your needs quickly with broad toed shoes which will retain the customer's good will for your store.



**AMES HOLDEN McCREADY**

LIMITED

*"Shoemakers to the Nation"*



ST. JOHN

MONTREAL

TORONTO

WINNIPEG

EDMONTON

VANCOUVER



**A  
Sales  
Message  
FOR  
1919**

**Prospects Were  
Never Better**

for Tetrault Sales than at the entrance of 1919. With a popularity that has grown tremendously each successive year, and with the Tetrault organization extended to new factory space and an additional army of skilled workers

**TETRAULT  
WELTS**

are out to win further honors in the footwear field this year.

That rare combination of quality and workmanship is fully maintained throughout our newest productions.

Associate your business with the Tetrault success. Tetrault Welts moving from your shelves will assuredly prove your best business builders for 1919.

**Tetrault Shoe Manufacturing Company**  
MONTREAL

European Office and Warehouse: 9 Rue des Marseilles, Paris, France

*Representing Sterling Value*

# AIRD

**The Name  
Is a Guarantee**

## **Handle Standard Lines**

AIRD Shoes for 1919 present stronger inducements than ever before, to the Jobber who is building bigger business in standard lines.

Our output is keeping pace with the large demand while we continue to uphold the quality which has made AIRD shoes such a success.

You will do well to see our High Grade McKays and Turns. You can't go wrong with AIRD Lines.

*Send for Prices*

# **AIRD & SON**

Registered

**MONTREAL**

**EDWIN CLAPP SHOE**  
 EXCLUSIVENESS IN DESIGN  
 AND EXCELLENCE OF FIT IS UN-  
 EQUALLED.

PROGRESSIVE RETAILERS REALIZE  
 THE SELLING STIMULUS IMPARTED  
 TO A STORE STOCKING THE *EDWIN  
 CLAPP SHOE*.

*Edwin Clapp*  
*& Son Inc.*  
 ESTABLISHED 1853  
 EAST WEYMOUTH, MASS.



ESTABLISHED 1853

**MADE IN CANADA**

Our line of Channel Cements, Sole Laying Cements, Chrome Cements, and Surefold is a quality line.

The first consideration given to their make-up is **QUALITY**.

You may depend on them being as good a Cement as can be made.

***Boston Blacking Company***

152 McGill Street, MONTREAL, Canada



MAIN OFFICE AND FACTORY  
37 FOUNDRY ST. S.  
KITCHENER

H. O. McDowell

H. N. Lincoln

## INTERNATIONAL SUPPLY CO.

MANUFACTURERS, JOBBERS, IMPORTERS  
SHOE MACHINERY AND  
SHOE FACTORY SUPPLIES

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA



EASTERN BRANCH  
401 CORISTINE BUILDING  
MONTREAL

### Representing

American Lacing Hook Co.  
Waltham, Mass.  
Lacing Hooks and Hook  
Setting Machines

Armour Sand Paper Works  
Chicago, Ill.  
Crystolon Paper and Cloth  
for Buffing and Scouring

Boston Leather Stain Co.  
Boston, Mass.  
Inks, Stains, Waxes, etc.  
Cyclone Bleach

The Ceroxylon Co.,  
Boston, Mass.  
Ceroxylon, the Perfect  
Liquid Wax

Dean Chase Co.,  
Boston, Mass.  
Shoe Goods, Cotton  
Thread

The Louis G. Freeman Co.,  
Cincinnati, O.  
Shoe Machinery

Hazen, Brown Co.,  
Brockton, Mass.  
Waterproof Box Toe  
Gum, Rubber Cement

Markem Machine Co.,  
Boston, Mass.  
Marking and Embossing  
Machines, Compounds,  
Inks, etc.

M. H. Merriam & Co.,  
Boston, Mass.  
Binding, Staying, etc.

Puritan Mfg. Co.,  
Boston, Mass.  
Wax Thread Sewing  
Machines  
Poole Process for Good-  
year Insoles

The S. M. Supplies Co.,  
Factory Supplies,  
Needles, etc.

J. Spaulding & Sons Co.,  
N. Rochester, N.H.  
Guaranteed Fibre Coun-  
ters, Fibre Innersoling

The Textile Mfg. Co.,  
Toronto, Ont.  
Shoe Laces

United Stay Co.,  
Cambridge, Mass.  
Leather and Imitation  
Leather Facing, Welting,  
etc.

## Are YOU Taking Full Advantage of Our Service?

Do you realize that we are carrying TWO large stocks—at Kitchener and Montreal—for **your** convenience?

Aside from Machine Parts and minor items of Findings our lines are usually ordered in quantities to enable us to make shipment from the factory—saving freight charges for you. Our stocks are carried to help out in case of freight delays, etc., but you would be surprised at the quantity and variety of goods we stock for **your** protection.

Our prices to you are simply American prices plus Duty, although in some cases we are able to **save you** part of the Duty.

For example; CYCLONE BLEACH, which is indispensable to many manufacturers, takes a very high rate of Duty. We arranged with Boston Leather Stain Co. to make CYCLONE BLEACH in CANADA and for two years we have furnished the Canadian trade at the American price plus the REGULAR Duty that applies to Blackings, etc.—a saving of about \$2.00 per gallon.

If you buy QUALITY goods we can show you a saving. We do not handle any but the BEST goods all of which are doubly Guaranteed—by the manufacturers and by us.

**BUYING FROM US IS NOT A GAMBLE: IT'S A SAFE-GUARD**



Draw Back  
the Curtain  
to Better Trade  
in 1919

## Stock Marsh Shoes



"104" LAST  
Made in All Leathers  
Widths B to E

We Wish  
Our Many Patrons  
a Successful  
1919



"99" LAST  
Made in All Leathers  
Widths B to E

**S**TOCK liberally and  
order early. These  
excellent lines of Men's  
wear will secure for you  
a big volume of the best  
trade.

*Sold in 30 pair cases only, in 30 pairs of a width*

**The Wm. A. Marsh Co., Limited**  
Quebec





The wide scarf is an exclusive feature of

# SPAULDING'S

## Fibre Counters

*Guaranteed*

It assures you of a shoe that conforms exactly with the shape of the last and prevents the sharp outline of the edge of counter showing through no matter how fine or light the stock.

We make our own fibre.

# J. Spaulding & Sons Co.

Main Office and Factory  
**NORTH ROCHESTER, N. H.**

PHILADELPHIA  
 John G. Traver & Co.  
 329 Arch St.

CINCINNATI  
 The Taylor-Poole Co.  
 410-412 E. 8th St.

SEVEN FACTORIES

Tonawanda, N. Y.  
 No. Rochester, N. H.  
 Townsend Harbor, Mass.

Rochester, N. H.  
 Milton, N. H.

Boston Office  
**203-B ALBANY BUILDING**

ST. LOUIS  
 The Taylor-Poole Co.  
 1602 Locust St.

CHICAGO  
 J. E. D. McMechan & Co.  
 217 W. Lake St.

English Agents: J. Whitehead & Co., Ltd.,  
 Leicester, England.

Canadian Agents:

International Supply Co., Kitchener, Ontario and Quebec City.

V. Champigny, Montreal.



# Link Up Your Store with Our National Advertising Campaigns

Get all the benefit that can possibly accrue to you from handling the best advertised—as well as the best made—Rubber Footwear in Canada.

For the past three months, we have put out the greatest advertising campaign on Rubbers ever launched by any Canadian manufacturers. We have covered the Dominion from coast to coast.

We have educated your customers to the necessity of wearing rubbers, and to the importance of asking for a Dominion Rubber System product.

Link up your store to this advertising. Mention our brands of Rubbers in your own advertising. Make attractive window displays, featuring these rubbers. See that store cards and hangers are in prominent positions. Put out these Rubbers where every customer is sure to see them and thus be reminded of the need of rubbers. This is the way to make our advertising your advertising.

## Dominion Rubber System Branches Located

at Halifax, St. John, Quebec, Toronto, Hamilton, Brantford  
London, Kitchener, North Bay, Fort William, Winnipeg,  
Brandon, Regina, Saskatoon, Edmonton, Calgary,  
Lethbridge, Vancouver, Victoria.

19



# Footwear in Canada

A Journal of its Findings, Making and Sale.  
Published Monthly for the Good of  
the Trade by

**HUGH C. MACLEAN, LIMITED**

HUGH C. MacLEAN, Winnipeg, President.  
THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO  
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade  
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers  
VANCOUVER - Tel. Seymour 2013 - Winch Building  
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building  
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.  
LONDON, ENG. - - - - - 16 Regent Street S.W.

Authorized by the Postmaster General for Canada, for transmission  
as second class matter.  
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### SUBSCRIPTION RATES

Canada and Great Britain, \$1.00. U. S. and Foreign, \$1.50.  
Single copies 15 cents

Vol. 9 January 1919 1

### A Forward Step

The formation of the Shoe Manufacturers' Association of Canada at Montreal, recently, is a very forward step toward the goal for which Canadian shoe manufacturers have been striving during the past years. Through co-operative endeavor there can be little doubt that Canadian-made footwear can be made to occupy a position befitting the art and craftsmanship embodied in it, for, it goes without saying, our factories are to-day turning out the equal of imported shoes, in all lines.

A full report of the proceedings of the first convention of Canadian shoe manufacturers is printed in this issue. The talks were largely devoted to trade problems and two or three addresses by representative tanners are particularly informative as to the present leather situation and general commercial outlook. Manufacturers who have been considering seriously the possibilities underlying the export trade were unanimous in placing the results of their investigations before the convention. A larger trade in this direction will surely mean a sounder footing for Canadian industry.

Mr. F. S. Scott, M.P., is at the head of the new association and under his guidance, and with the as-

sistance of other capable members of the Executive, the trade is confident of the outcome of their endeavor to surmount present and future conditions, even though entirely lacking in precedent. If the enthusiasm evident at the convention is consistently maintained there can be no doubt as to the result.

\* \* \*

### Misleading the Window Shopper

A large store in a large Canadian city recently had a fine window display of women's shoes. Almost all of the shoes one could see at a glance were marked \$10.00. It appeared to be a \$10 window out and out, although there were perhaps three or four pairs of shoes without a ticket on at all. A lady passing was attracted and her fancy caught, it so happens, by one of the shoes not marked with a price ticket. As practically every pair was priced \$10.00, however, she took it for granted that they were the same. A clerk informed her in dulcet tones that this particular pair was \$16.00, and one of the other pairs without a price ticket was \$18.00. The prospective customer was completely set back and walked out of the store with a very disagreeable impression.

Certainly there is something radically wrong with a window of this type. It can hardly be called fraudulent, but it can, without any great stretch of imagination, be called very misleading and annoying. It savors greatly of that practice of putting the good apples on the top of the barrel and whether or not there was any deliberate intention to create a wrong impression, it had that effect on the customer just the same. Even if half of the shoes had been without a price ticket the window would probably have been all right, but to put in just two or three pairs among a whole window full of \$10 shoes does not seem to be exactly the right sort of practice.

\* \* \*

### International Fair at Lyons

On March 1st, 1919, the fourth International Fair to be held at Lyons, France, will be opened and will remain open for two weeks. This fair was organized during the war primarily to give impetus to French commerce. Its development during the four years it has been in existence has been phenomenal and it will probably replace the world-famed annual fair, which, before the war, was held at Leipzig, Germany. Mr. W. M. Clarke, Canadian Trade Commissioner at Milan, Italy, states that the fair is not a place where merchants assemble their products and sell them to visitors, but it is a sample show where producers and buyers meet and from samples shown important purchases are made, delivery of which is made direct from the seller on conditions that vary as regards time and place.

At the 1916 fair, there were 1,342 exhibitors and business amounting to \$10,400,000 was transacted. In 1917, there were 2,503 exhibitors and business valued at \$82,000,000 resulted. In 1918, there were

3,176 exhibitors who did business amounting to \$150,000,000.

It is worthy of note that of the 543 exhibitors from the United States in 1918, 405 displayed catalogues and price lists only, orders being placed under the direction of the American Consul-General at Lyons. Nevertheless, it is reported that the business transacted by United States firms formed a very important part of the total sales.

The Canadian Minister of Trade and Commerce has applied for thirty booths at the next fair. A few of these will be used for Government exhibits, but most of the booths have been placed at the disposal of the Canadian Manufacturers' Association for allotment, and application for space should be made to that Association. The Department will pay for the booths and also the freight on exhibits from the port of embarkation to Lyons.

This is an excellent opportunity for Canada to display what she can furnish to help re-build war-wasted France and at the same time improve our national financial standing. Canadian manufacturers should co-operate with the Department of Trade and Commerce to "get the business."

\* \* \*

#### A Deposit Is Binding

Though a retailer may have the best of intentions, it is often that his store makes enemies through a misunderstanding on the part of customers who make a deposit in connection with a request to have goods held, and a bulletin from the National Vigilance Committee of the Associated Advertising Clubs suggests that store good-will is often destroyed through a failure to make customers, and especially women, understand that when a deposit is made, this amounts to a contract on the part of the customer to take the goods.

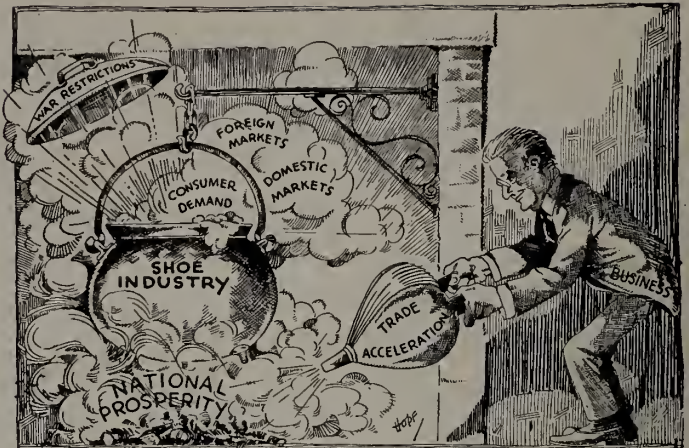
From various communities in the United States where there are local vigilance committees, the National Vigilance Committee has had reports of trouble arising from misunderstandings of this character.

"Can you hold this for me?" the woman asks.

"Yes, if you will make a deposit of \$——," says the salesman, naming the amount to her.

That is all there is to the conversation in too many instances. The salesman presumes that she knows that when she makes the deposit, she enters into a contract to buy, but that is often a violent presumption, says the vigilance committee. In a large number of instances, women return, announce that they have changed their hands, and ask for the return of their money.

Many such cases come to the attention of local vigilance committees, for the committees advertise that they are prepared to receive complaints from persons who feel they have been mistreated. In such cities, the committees, of course, take the part of the merchant, but even where there is a vigilance commit-



THE LID IS OFF!! KEEP THE POT A' BOILING!

—Shoe Economist

tee on the job, some customers still feel that an exception might be made in their case.

The vigilance committee suggests that one certain way to insure that all customers will understand the terms of such sales would be to print a special receipt for payments of this kind, the receipt to set forth the fact that unless the goods are taken by a certain date, the cash deposit will become the property of the store.

\* \* \*

#### It's the Net That Counts

Mr. Dooley was one of the leading restaurant keepers in a small town. Recently he purchased a cash register. The documents of the first trade to be recorded were a 27 cent check and a five dollar bill. The proud proprietor rang up \$5 and paid out \$4.73 in change. When the next customer presented a ten-spot in payment for his check of 35 cents, Dooley poked the \$10 key. Thus things progressed throughout the day. That night, upon checking up, he discovered that according to the machine he ought to have \$250 on hand, although a careful inventory of the cash drawer revealed only \$17.39.

"Terrance," said Dooley to his assistant, "have yez taken anything outen the new cash machine to-day?"

"Shure," said Terrance, "I took me carfare home."

"And whare d'yez live," inquired Dooley, "Australia?"

Like Mr. Dooley, many a man in charge of a business is ringing up gross receipts instead of net profits. He may not fall, as did Dooley, into the error of punching the \$5 key every time a \$5 bill is tendered, but if he is measuring his business by its mere volume instead of by its net results, he is likely to come up short with the same sudden disappointment, for after all it is getting the net that really counts.

The shortest road to success is the "straight" road. There is nothing to be gained by violating business ethics in the hope of establishing a short-cut.

# Opening of Rannard's Handsome New Store

Building Destroyed by Fire a Year Ago Rebuilt and Again Occupied by Progressive Winnipeg Shoe Firm—Some Novel Features in Store Layout

IT is just a little over a year ago that the Ender-ton Block in Winnipeg was destroyed by a fire which wiped out the No. 2 store of Rannard Shoe Limited on the ground floor. The building has been completely rebuilt and on December 18th the Rannard company resumed business on the old site, but in a much larger and more handsome store than formerly.

Mr. C. F. Rannard, the president, needs very little introduction to the Canadian shoe trade. He has been a resident of Winnipeg for thirty-eight years and fifteen years ago purchased the retail business of the Kilgour-Rimer Company, with H. Chapman as partner. In 1908 Mr. Rannard assumed entire control and has succeeded in building, through honest and painstaking service, one of the largest shoe retail organizations in Canada, consisting of three stores, all in the city of Winnipeg. He takes justifiable pride in the fact that he started life as a poor boy; sold papers until he was 17 years of age, and that his success is due entirely to his one big asset—the desire and ability to work hard and faithfully in the interests of “public service.” He was born in Boston, England, his father being first a general storekeeper and later a farmer. While in the railway telegraph business in Winnipeg Mr. Rannard made up his mind to start a grocery or boot and shoe business. When his partner, Mr. Chapman, decided to go to California, Mr. Rannard set out to have the biggest and best shoe business in the city. “And,” he said to a representative of Footwear in Canada, “I’ll leave it to anybody who comes in here to decide whether or not I’ve reached the goal I sought. And if my present good health continues as in the past, the end is not yet.”

On the day of the opening the firm had arranged for a splendid musical programme and entertainment



Mr. C. F. Rannard—President Rannard Shoe Limited

to be held in the evening which, together with the beautiful floral decorations, attracted widespread interest throughout the city.

Several features of the store will be of general interest as indicating to some extent the care and forethought with which the layout has been arranged. There is approximately one thousand square feet of plate glass in the windows and the displays are arranged so as to constitute a “stock index” to passers-



View of side display window—72 feet long—New Rannard Shoe Store, Winnipeg

by. The practical and artistic are combined in order that all classes of buyers may make a mental selection before entering the store. Mr. Rannard has never underestimated the value of window advertising. In this connection good use is made of wax models for the more effective display of modish footwear.

The front display windows have a length of thirty feet. Men's high-grade footwear is displayed on the



View looking from above main entrance to rear, showing aisles and different departments

left hand side and women's high-grade dress shoes and evening slippers on the right-hand side.

Special attention has been given to adequate and proper window illumination. The fixtures are of the X-Ray type, equipped with 100 watt nitrogen lamps and spaced 12 inches apart. The floors of the windows are of hard maple and the backgrounds are hardwood trimmed with ivory.

#### The Reception Foyer

Entering the store from the front through double doors, one for entrance and the other for exit, the visitor's attention is arrested by the reception foyer in the foreground. This also contains the hosiery department which is very complete and well stocked. Stockings to match the different colored shoes and slippers as closely as possible are stocked and if a difficult shade is encountered, provision is made to have hosiery made to order.

#### Each Department Semi-Private

Consideration for the customer is evidenced in the arrangement of the different departments. Instead of having a straight passageway down the middle of the store and in full view of all and sundry, the position of the show-cases diverts "traffic" to two side aisles. Commencing from the front the departments are placed as follows: Men's, children's, women's walking shoes, women's slippers and gaiters, women's dress shoes. The newly arrived customer, after passing the hosiery department, simply walks down one of the side aisles until the proper department is reached and then turns in as one would enter a room.

The selling stock in the store consists of something over 12,000 pairs of shoes, not including the large reserve supply which is kept in the basement. Mr. Rannard states that the selling stock in this new store is larger by over 3,000 pairs than any other single stock he ever carried.

There are 110 chairs in the store, distributed as follows: Men's, 24; children's, 24; women's walking shoes, 24; women's slippers and gaiters, 12; women's dress shoes, 26.

#### Attractive Fixtures

The shelves are of white enamel finish, less than one-half inch in thickness and measured to the smallest fraction of an inch so as to avoid waste of space. Much of the interior trim is mahogany, such as the woodwork in the show cases, the balustrade to the general office on the mezzanine floor, the panelling of the parcel and telephone office and so on, affording a handsome contrast to the pure white of the shelves.

Before purchasing fixtures, Mr. Rannard visited many of the newest and best equipped shoe stores on the continent and the new store embodies the best and most practical of the ideas picked up on this tour.

All of the shelves are within easy reach of the salesmen, thus doing away with the ladders so often used. The partitions which separate the various departments are themselves composed of stock shelves and thus the goods in most ordinary demand in each department can be reached by simply turning around.

The show cases too, are the latest type and of very attractive design. Aside from the handsome cases in the hosiery department, which have mahogany frames and Vermont marble bases, each of the partitions which separate the various departments, has on top of it, reaching from end to end, a glass show case. In these are displayed samples of the various



One of the women's departments, given over exclusively to medium priced walking shoes

styles of shoes and slippers handled in each department, as well as skates, gift suggestions, shoe accessories and so on.

On the top of each of these display cases a shaded electric lamp casts a softened light over the display, the joint effect of these lights being to impart a cosy and homelike atmosphere throughout the store. The store itself is illuminated from end to end by semi-

indirect fixtures—twelve in all—supplemented by six smaller lights extending along under the mezzanine floor.

**Time-Savers**

The parcel and wrapping department is established in the centre of the store and takes care of wrapping, deliveries, repairs, call parcels and telephone messages. Deliveries are made by a co-operative delivery system, in which several other large city firms are partners, and good service is thus rendered at a minimum cost. The parcel office is equipped with an electric cash register with multiple and separate adder, taking care of the sales of 14 clerks as well as c.o.d.'s. and refunds. Another convenience is the large clock hanging on the wall of the office in plain view from any point in the store.

**The Basement**

In the basement every foot of space is made to serve a useful purpose. The larger portion of available wall space is taken up with shelves holding the reserve stock and from these the selling stock is filled up as rapidly as depleted. One of the features of the store is also a well appointed rest-room for women customers. In the basement is also installed a cloak room with locker system for employee's wraps and a washroom for men.

**The Office**

The office is situated on the mezzanine floor on the Hargarve Street side of the store and is 36 feet long by 10 feet wide. It is well lighted by windows and a bird's eye view is obtained of the whole store.

**The Rannard Idea**

The spirit behind the Rannard organization is expressed in the "Rannard Idea": "To do the right

ter circumstances; to act from reason rather than rule; to be satisfied with nothing short of perfection."

The officers of the company are: President, Chas. F. Rannard; vice-president, A. P. Rannard; secretary-treasurer, R. F. Eadie; directors, M. A. Cafferky and J. Waddington. Footwear in Canada joins with



The right hand front display window in which is displayed women's high grade dress shoes and evening slippers

many other friends in wishing them the added prosperity to which they are justly entitled.

**Breithaupt Christmas Dinner**

A UNIQUE event in Woodstock, just before Christmas, was a dinner and Christmas tree presented by the Breithaupt Leather Company to their employees and their families. The dinner was followed by a programme of entertainment during which Santa Claus appeared and presented every kiddie with a stocking full of sweets and oranges, as well as some other remembrance of the Christmas season. Mr. Albert I. Schultz, general manager of the Woodstock organization, presided and opened the evening with an address of appreciation to the employees and a sincere wish for their future happiness and prosperity. The dancing and musical programme was specially attractive and very much enjoyed. A feature of the evening also was a presentation to Mr. Schultz, by the employees, of a handsome electric reading lamp; to Mrs. Schultz, a silver rosary, and to Mr. Julius Schultz, superintendent of the plant, a silver cigarette case, pipe and smoker's set.



The centrally located cash and wrapping department. Also takes care of deliveries, repairs and telephone calls. There are two trunk lines with branch telephones to the office above

thing at the right time, in the right way; to do some things better than they were ever done before; to eliminate errors; to know both sides of the question; to be courteous; to be an example; to work for the love of the work; to anticipate requirements; to develop resources; to recognize no impediments; to mas-

**Awfu' Profiteering**

"Speaking about profiteering," said the tall man, "brings to my mind the story of the Scotch shopkeeper, Sandy Macfee, who while talking to the manager of a London emporium, said: 'Ye'll pardon my askin' ye, sir, but what profits can ye mak in Lunnon?'"

"'Oh, as for that,' was the reply, "on some articles 5 per cent., on others 10 per cent., and on some 20 per cent."

"'Twenty per cent! Man, it's awfu'!"

"'But don't you?' asked the Londoner.

"'Nae sic luck,' exclaimed Sandy, "'I can only mak 1 per cent. I just buy a thing for a shullin' and I sell it for twa.'"

# Manufacturers Discuss Action to Promote Export Trade in Boots and Shoes

**F**OLLOWING the discussion at the Shoe Manufacturers convention in Montreal, fully described elsewhere in this issue, action is being taken to promote the Canadian export trade in boots and shoes. Inquiries among manufacturers show that opinion is divided as to the possibilities of the business. Some manufacturers believe that there is practically no money in the line; that speaking generally, Canadian factories are not equipped for the economical production of shoes from the export point of view; that some of the larger factories may find it of value in disposing of surplus production; and that the better way to build up Canadian trade is to pay more attention to the domestic market.

On the other side there are manufacturers who think that there is a big field abroad for our goods, provided that the business is cultivated in the right way. There will be an immense demand for boots and shoes in Europe, and Canada has the opportunity to secure a considerable portion of the business. At any rate, it is worth trying for. Unless we make a serious effort, we cannot ascertain the possibilities in this direction. It is suggested that arrangements should be made through a boot and shoe export association to guarantee at least 75 per cent. of the foreign accounts; in other words that any losses should be pooled.

In connection with the promotion of foreign trade the following letter has been sent by the Canadian Manufacturers' Association to shoe manufacturers who may be interested in this branch. The letter is dated December 28th, 1918, and is as follows:

The Canadian Manufacturers' Association has been asked by the Government to keep the manufacturers posted as to its trade policies and, where necessary, to organize them as quickly as possible into trade groups or guilds so they may become more efficient in production. There is a very obvious reason for this on account of the fact that within the next two or three months European countries will come into the market for enormous quantities of various kinds of goods. From other parts of the world there will also be a big demand for all kinds of articles, due to stocks having become exhausted. In the export market, whether for transient reconstruction business in Europe or for permanent business from any part of the world, Canada will have to compete with the most efficient producers of every country, and therefore she will only be able to secure a share of that business by being efficient herself.

In the shoe business there is already in existence several district organizations and covering Canada as a whole, the recently formed Shoe Manufacturers' Association of Canada, of which Mr. F. S. Scott of Getty & Scott, Limited, Galt, Ont., is President; Mr. Jos. Daoust, of Daoust, Lalonde & Co., Limited, Montreal, is first vice-president; and Mr. J. D. Palmer of the Hartt Shoe Co. Limited, Fredericton, N.B., is second vice-president, the secretary-treasurer having not yet been appointed. It will no doubt be best to build on this foundation which has already been laid

and to have such work dealt with by the Shoe Manufacturers' Association. One of the purposes of this letter is to urge on all shoe manufacturers the desirability of joining this new organization. As, however the Shoe Manufacturers' Association is immediately not in a position to handle the work in the way it would desire, you are hearing from the Canadian Manufacturers' Association direct.

Point is given to the need for prompt action by the fact that the Government is already in receipt of information to the effect that boots and shoes, for men, boys, women, girls and children, made of heavy leather, cheap and durable, will be most urgently required.

At a small conference of manufacturers held on the 23rd inst., it was their judgment that men's and boys' shoes to suit the purpose should be standard screw in Mennonite, wax split or waterproof chrome, of the plainest and simplest type, eliminating toe-caps and any features that add chiefly to appearance without improving wearing qualities. For women's the

## World Shortage of Leather

The following extract, taken from a statement issued by the War Service Committees of the shoe manufacturing industry, Tanners Council and shoe wholesalers and retailers of the United States is of timely interest:

A careful survey of the situation develops the fact that the world is bare of leather and leather products, and that exports will be large as soon as shipping facilities and credit are available. Raw stock has been selling at maximum prices in this country, and in foreign countries at a premium over maximum prices. It is clear that shoe stocks are low throughout the world, and there is no surplus of finished leather or raw materials for civilian needs. Shoe factories are sold ahead from four to five months.

choice seemed to lie between pebble, blucher, unlined, with toe-cap, and pebble, plain toe, bal.

A general conference of shoe manufacturers likely to be interested in making these shoes for export is being arranged to take place in Ottawa in the first week of January, and it is hoped that a large attendance will be present. The business of this conference will be to select representative samples, confer with the tanners, and supply men as to prices and supplies of material, to be addressed by special representatives of the Repatriation and Employment Committee, and to select a delegation to interview the Ministers of Finance and Trade and Commerce, the Canadian Trade Commission, and officials of the Customs and other departments whose co-operation may be neces-



sary for the successful carrying on of such business as may eventuate. It is desirable that the manufacturers should be prepared to furnish a statement showing approximately the quantities that they might supply weekly after the receipt of orders.

Some manufacturers have already made known their intention of making samples in accordance with their ideas of what is required, and will no doubt bring them to the conference. Other manufacturers will desire to present their ideas and it is anticipated that the conference will be well supplied with samples. Without going into further detail, at this time, may I request that you will take prompt action in joining the Shoe Manufacturers' Association, so that you will be duly notified as to the date and place of the future meetings that will be called for the purpose of finally deciding upon standard types of shoes and allocating such business as may come through on the basis of each plant's producing capacity.

#### Mr. Slater's Opinion

Mr. Geo. A. Slater, of Geo. A. Slater, Limited, Montreal, who have already sold a large number of shoes in the Old Country, states: "The possibilities for export under normal conditions are worthy of investigation. A careful survey of the situation develops the fact that the world is bare of leather and leather products. We may say that Europe is barefoot and this for a time, but we have got to help clothe them. Shoes are one of the most essential articles of apparel and people, as a whole, have to have footwear when they manage to get along with a few new clothes. Assuming that there will be some way worked out by which these countries can pay for the goods they need and if our manufacturers will consolidate their lines and concentrate their efforts on an export trade it would seem as if a large business in export trade may be obtained.

"That prices may eventually come down is not unlikely, but such recession is not likely to occur for a year or more and then will be subject to external conditions. The shoe industry, dependent as it is on leather as the main material used in its products, finds itself affected as to supply and price on the cattle supply. Leather is simply a by-product over which the shoe industry and the tanner have no control, so that despite a lower wage scale and even reduced costs of other materials, the price of leather may rule high for years and may show increases because there is every indication of a sadly depleted cattle supply, which may not be increased for years to come. The proper preparation of leather takes months and authorities seem unanimous in their opinion that higher prices of leather can only be prevented by pursuing a sane, non-speculative merchandising and manufacturing policy."

#### Goods Must be Suitable

Mr. Oscar Dufresne, of Dufresne & Locke, Limited, Montreal, who spent a considerable time in France—about two years ago—in connection with French army orders, has the following to say: In order to secure business in France and Belgium it is imperative that we send goods suitable for those markets. You must give the people what they want. Any man sent from this side to investigate foreign markets should be fully qualified. My idea is that such a representative should secure samples of the various lines, and that Canadian manufacturers should copy these samples, as it would be useless to send Canadian goods regardless of the particular wants of the



Pointer for Manufacturers: The importance of a good welting, properly applied, cannot be emphasized too strongly

French or Belgians. When such samples are made up, the representative of the Canadian manufacturers would be in a position to go right after the business with goods suitable for the people. It would be more economical for a man to represent an association of manufacturers, as it would obviate the different manufacturers being represented by different people. It must not be overlooked that Great Britain will strongly compete for trade in France; they had a large business there before the war and will no doubt again go after this trade. Foreign business of this kind involves considerable financing, as it will be at least four months before the goods will be paid for.

#### A Recognized Authority on Export Trade

No man in Canada is better qualified to speak on the export trade in boots and shoes to France than Mr. Nap. Tetrault, of the Tetrault Shoe Manufacturing Co., Limited, Montreal, who have an office and warehouse in Paris. Mr. Tetrault has visited France three times, and leaves on the 21st inst. for another trip.

He states that the Canadian Government are equipping a special train with Canadian natural and manufactured products to visit all the principal centres in France. The exhibits will include Canadian boots and shoes. The French Government will give free transportation to the train, which will be in charge of an accredited representative.

Mr. Tetrault continued: We had to open a warehouse in Paris, owing to the fact that the French trade will not send money to Montreal or New York before they receive the goods.

The outlook for Canadian trade in shoes with France is very good. Firms can, just now, sell all the goods they have, providing, of course, they are suitable for the market. If any firm sends the usual Canadian style goods to France they will simply be losing their money—one must study the wants of the people. The demand is for medium grade Goodyears, preferably box calf and box kip, both for men and women. The goods must have a short tip and a short vamp made on French lasts, which have a fairly wide but low toe. The recede toe does not sell in France, and it would be waste to make samples of this character. I or my firm will be very glad to give all information as to the trade and as to the technicalities to be observed; we are also willing to show papers to any firm contemplating doing business with France. At the present time any one shipping to France must secure a permit from the French Government, although no doubt this law will be rescinded within the next three or four months. We have obtained permits right along, partly no doubt because our business was of the semi-government order.

It is hard to do business unless a firm has a re-

representative in France. By having a man on the spot he can look after shipments coming into the country; otherwise it will probably be two months before the goods get through, owing to the freight congestion. We have a man at the port to meet the steamer on its arrival, with a view of seeing that the goods are placed on the train immediately. Such a representative secures cars, gets the goods loaded, and sees that the cars are attached to a train leaving for Paris within a couple of days. No goods should be shipped unless they are insured for marine risk and also for pilfering. The French people are very good payers.

We have just received an order for 30,000 pairs payable in Montreal, 50 per cent. of the amount having been already deposited in New York. This is the first time that payment has been made through paper on this side against allotment of goods. In addition to the above order, we have accepted contracts for 67,000 pairs payable on arrival in Paris.

### Meeting of Ontario Tanners

**T**HE annual meeting of the tanners' section of the Board of Trade was held in Toronto on December 19. Mr. Theodore King, chairman of the section, in his address, stated that both leather goods manufacturers and tanners have been very busy and expect to be for some time to come. Their chief difficulty now would be the labor situation. The following is extracted from his talk:

"In the beginning of the year the market for hides commenced an upward movement and the prices did not cease advancing until the United States War Trade Board fixed a maximum price for all hides in North and South America. These maximum prices were well maintained and assisted in keeping the market from fluctuating and in keeping prices firm. This stability has resulted in less leather being made in Canada during the year 1918 than for some years previous. There are no stocks of leather on hand, and with the lifting of embargoes all classes of leather will be required and high prices obtained.

"The only cloud on the horizon, which, however, may be only a mirage, is the labor situation. I feel confident, however, that the present situation of unrest is only a passing phase, and that with wise administration of our public affairs, labor will receive a full and complete compliance with all reasonable demands, with the result that the future will show a combination of Capital and Labor working together for the attainment of that for which we should all strive—peace on earth and good-will to men."

#### Officers of Section.

The following are the officers of the Tanners' Section: Chairman, W. J. Heaven; Vice-Chairman, John Sinclair; Secretary-Treasurer, F. G. Morley.

Executive Committee—A. O. Beardmore, J. C. Breithaupt, G. B. Clarke, Hon. E. J. Davis, H. B. Johnston, Theo. King, G. C. H. Lang, C. G. Marlatt, W. G. Parsons, Chas. Robson, J. Sinclair, C. W. Tobey, S. R. Wickett.

Legislation Committee—R. M. Beal, A. O. Beardmore, G. B. Clarke, N. D. Clark, Hon. E. J. Davis, H. B. Johnston, C. G. Marlatt, W. G. Parsons, Charles Robson, Frank Robson, C. W. Tobey and S. R. Wickett.

Transportation Committee—R. M. Beal, A. O. Beardmore, L. J. Breithaupt, W. J. Heaven, Theo. King, G. C. H. Lang, W. G. Parsons, Chas. Robson, John Sinclair and S. R. Wickett.

### Popular Traveller Makes Change

Mr. R. J. McAllister is now with L. H. Packard & Company, Montreal, covering the Western Canada territory. A couple of years ago he handled the Geo.



Mr. R. J. McAllister

A. Slater lines throughout Western Ontario, but later went with the Brandon Shoe Company. His many friends wish him success in his latest endeavor.

### Toronto Repairers Elect Officers

**A**T a recent meeting of the Toronto Shoe Repairers' Association the officers were elected for the ensuing year. The voting was very keen and resulted in several changes of office, the following being the result:

President, J. W. Hendry, 2191 Queen East.  
 Vice-President—Walter Burnill, 75 Queen East.  
 Treasurer, A. Butterworth, 457 Yonge street.  
 Financial Secretary, S. Burnett, 761 Yonge street.  
 Recording Secretary, T. McGuffin, 251 Pape Ave.  
 Executive: C. F. Robertson, 497 Queen West.  
 J. L. Weir, 462 Parliament Street.  
 H. E. Carley, 1067 Gerrard Street.  
 Mr. Hayward, 2852 Dundas West.  
 J. Ozard, 174½ Avenue Road.

The members of the Association are planning to make things even more lively than last year and, as a starter, a complimentary smoker was given to the shoe repairmen of Toronto, on Wednesday evening, January 8, in Foresters Hall. An excellent programme was provided and it is hoped that the event will do much towards creating a more friendly feeling among the non-members which will eventually lead them to cast in their lot with the Association.

It is not uncommon for merchants to use advertising space on the pay envelope of local manufacturers or other large employers. An employer using pay envelopes will usually be glad to allow an advertiser to imprint them with his advertisement for the privilege of which he supplies the envelopes.



Mr. A. Brandon, Hon. President,  
Shoe Manufacturers' Association of Canada



Mr. F. S. Scott, M.P., President,  
Shoe Manufacturers' Association of Canada



Mr. Geo. A. Slater, Hon. President,  
Shoe Manufacturers' Association of Canada

## *Dominion Association of Manufacturers Formed*

*Enthusiastic Convention of Canadian Shoe Men Results in Formation  
of The Shoe Manufacturers' Association of Canada—  
Complete Report of the Proceedings*

**T**HE Shoe Manufacturers' Association of Canada is now an accomplished fact—the various meetings with a view to its organization having culminated in a convention held at the Windsor Hotel, Montreal, on December 19th, 1918. This was exceptionally well attended, the feature being the large delegation from Quebec. The proceedings were enthusiastic, and the decision to form an association was unanimous.

The speeches at the morning session were largely devoted to trade problems, and the addresses by Mr. J. L. Breithaupt, Sr., of the Breithaupt Leather Co., Ltd., Kitchener, and Hon. E. J. Davis, of the Davis Leather Co., Limited, Newmarket, Ont., were particularly informative as to the leather situation, and also as to the general commercial outlook. The question of export possibilities was dealt with by Mr. H. T. Meldrum, and although there seemed to be some hope of business in this direction, no positive action was taken.

It was generally agreed that this was the best shoe convention ever held in Canada. All the speeches were of the most optimistic character, and if the Association measures up to expectations it should prove one of the liveliest organizations in the Dominion. The speeches of Mr. F. S. Scott, M.P., gave the convention a great lead; he is full of fight for the interests of the shoe and allied industries; and it clearly will not be due to either want of initiative or virile action if the Association does not accomplish the objects set forth in the constitution.

### **The Delegates**

The following is a list of the delegates registered and the companies they represented:—Paul Bertrand,

Bertrand & Thibault, Quebec; Eugene Thibault, Bertrand & Thibault, Quebec; Bisson, Omer, Quebec; L. Blondeau, Children's Shoe Mfg., Quebec; J. B. Drolet, Drolet Ltee, J.B., Quebec; Ludger Duchaine, Quebec; John Perkins, Duchaine & Perkins, Quebec; Herbert V. Gale, Gale Bros., Ltd., Quebec; J. H. Gosselin, Quebec; J. B. Goulet, O. Goulet, Quebec; Elie Jobin, Elie Jobin, Ltd., Quebec; Louis Tanguay, Lachance & Tanguay, Quebec; P. C. Lachance, Lachance & Tanguay, Quebec; Eudor Fournier, La Cie des Cuir & Chaussures, Plessisville; J. P. Lagace, Lagace & Lepinay, Limoilou; G. Plante, Marier & Trudel, Quebec; David Marsh, The Wm. A. Marsh Co., Ltd., Quebec; Jos. Martin, J. & A. Martin, Quebec; J. E. Warrington, The John Ritchie Co., Ltd., Quebec; M. J. Sheehy, The John Ritchie Co., Ltd., Quebec; E. Saillant, Saillant & Lessard, Quebec; J. Lessard, Saillant & Lessard, Quebec; J. E. Samson, Samson, J. E., Quebec; Stobo, J. M., Quebec; Tanguay, Jos., Quebec; A. E. Marois, Tourigny & Marois, Quebec; Alfred Marois, Jr., Tourigny & Marois, Quebec; Ed. Tremblay, Quebec; Luc Routier, Quebec; G. W. McFarland, Williams Shoe, Ltd., Brampton, Ont.; A. Brandon, Brandon Shoe Co., Brantford, Ont.; Richard Weston, Weston Shoe Co., Ltd., Campbellford, Ont.; F. S. Scott, Getty & Scott, Galt, Ont.; F. H. Ahrens, Chas. A. Ahrens, Ltd., Kitchener, Ont.; A. Campbell, Bennett, Ltd., Kitchener, Ont.; G. P. Stockton, The C. S. Hyman Co., Ltd., London, Ont.; A. M. Jarvis, Murray Shoe Co., Ltd., London, Ont.; J. Dombard, Scott-Chamberlain, Ltd., London, Ont.; G. H. Ansley, Perth Shoe Co., Ltd., Perth, Ont.; C. E. Hurlbut, Hurlbut Co., Ltd., Preston, Ont.; S. H. Parker, Solid Leather Shoe Co., Ltd., Preston, Ont.; G. A. Blachford, Blachford



Mr. Joseph Daoust,  
First Vice-President of the Association



Mr. J. D. Palmer,  
Second Vice-President of the Association



Mr. Albert Tetrault,  
Elected to the Executive Committee

Shoe Mfg. Co., Toronto, Ont.; F. W. Manson, The King Shoe Co., Ltd., Toronto, Ont.; C. S. Sutherland, Amherst Boot & Shoe Co., Ltd., Amherst, N.S.; K. E. Crosby, Crosby H. H. Co., Ltd., Hebron, N.S.; Clark Bros., Ltd., St. Stephen, N.B.; J. A. Reid, The Hart Boot & Shoe Co., Ltd., Fredericton, N.B.; Narcisse Gagnon, Aird & Son, Montreal; Chester F. Craigie, Ames, Holden, McCready, Ltd., Montreal; C. H. DeGuise, Charbonneau & DeGuise, Montreal; J. B. Corbeil, Montreal; Jos. Daoust, Daoust, Lalonde & Co., Ltd., Montreal; Ralph Locke, Dufresne & Locke, Montreal; A. L. Dupont, Dupont & Frere, Montreal; Thos. H. Robinson, Eagle Shoe Co., Ltd., Montreal; J. Brunet, Eagle Shoe Co., Ltd., Montreal; R. L. Stiles, J. R. Evans Leather Co., Ltd., Montreal; E. J. Holliday, Footwear in Canada, Montreal; F. H. Devenish, Footwear in Canada, Montreal; R. Lanthier, Kingsbury Footwear Co., Montreal; W. F. Martin, Kingsbury Footwear Co., Ltd., Montreal; B. Vaillancourt, LaDuchesse Shoe Co., Ltd., Montreal; D. F. Desmarais, LaDuchesse Shoe Co., Ltd., Montreal; N. Macfarlane, Macfarlane Shoe Co., Ltd., Montreal; M. L. Packard, L. H. Packard Co., Ltd., Montreal; J. I. Chouinard, Regina Shoe Co., Ltd., Montreal; Geo. A. Slater, Geo. A. Slater, Ltd., Montreal; W. Smardon, Smardon Shoe Co., Ltd., Montreal; A. Tetrault, Tetrault Shoe Mfg. Co., Ltd., Montreal; P. A. Doig, Tetrault Shoe Mfg. Co., Ltd., Montreal; W. V. Matthews, Tetrault Shoe Mfg. Co., Ltd., Montreal; F. W. Knowlton, United Shoe Machinery Co. of Canada, Montreal; W. J. Sadler, Sadler & Haworth, Montreal; Art. Harries, Canada Paper Box Co., Montreal; Geo. F. Davis, Bennett Ltd., Montreal; Major J. A. Scott, Quebec.

#### Opening Formalities

Proceedings were a little late in commencing, owing to the Toronto train not being on time. The first business of the convention was to appoint a chairman, and secretary protem, Mr. F. S. Scott, M.P., being voted to the chair and Mr. W. P. Hughes named as secretary.

Three addresses of welcome were given the delegates. Mr. Geo. A. Slater, speaking for the Montreal

Boot & Shoe Manufacturers' Association, referred with satisfaction to the large response to the invitations sent out. He suggested the time was ripe for the shoe manufacturers to discuss questions of vital importance to the trade, and believed that the convention would result in greater freindship among the trade.

Mr. Jos. Daoust made the welcome speech in French. He reminded the French Canadians that this was a bi-lingual organization. The committee were anxious that the convention should be on such lines as would make all delegates feel at home, discussion and questions being freely invited. He believed that the meeting would result in a better understanding among the shoe manufacturers of Canada.

Lieut.-Col. Sadler, vice-president of the Montreal branch of the Canadian Manufacturers' Association, declared that the convention would be of great and mutual benefit to themselves and also of advantage to the country. The shoe industry was one of the most important industries of the country, and the convention would be the means of demonstrating this fact to the country more than in the past. From his large experience of associations in Canada and the United States, he believed that they resulted in considerable benefit to all concerned.

## The Leather Market

The convention then took up the question of trade problems. The first speaker, Mr. L. J. Breithaupt, Sr., who, in considering the future possibilities of the leather market, spoke of the great conflict which had now closed, and from which the British Empire had emerged victoriously, owing to the British Navy. As Canadians, he said, they could look with satisfaction upon the part they had taken in the war, and the engagements of Cambrai, Mons, and others, bore witness to Canada's great achievements. But, he continued, we had to face conditions as they are at present and also to face serious problems in regard to the future. He personally had changed his mind as to conditions in the leather



Mr. W. F. Martin,  
Elected to the Executive Committee



Mr. J. I. Chouinard,  
Elected to the Executive Committee



The late Mr. R. E. Dildine,  
Elected to the Executive Committee

market. He had been of the opinion that a slump was inevitable, but he had now taken up a more optimistic attitude. Prices, of course, were abnormal to-day, but he did not see how they could be reduced in the immediate future. Labor was not going to be cheaper, and as long as wheat and other commodities remained at their present level there was, in his view, little chance of wages coming down. Besides the labor situation, raw material was high in price and in this connection he pointed particularly to the high cost of tanning materials and to the heavy increase in the cost of machinery. There was no great surplus of leather in this country; the only immediate surplus was army leather which had been refused by the government, and in this matter he was hopeful that a fair settlement would be made. There was a surplus of heavy army leather and leather made from prime packer steer hides; there was a surplus of heavy army upper leather. Mr. Breithaupt pointed out difficulties in securing hides, and then went on to discuss the probable demand from Europe for boots and shoes and leather. While it was possible that England might not require so much leather as in the past, Continental Europe, he said, was exceedingly short of leather and boots and shoes. Summing up the whole situation, he believed that there was no prospect of an immediate slump; probably there would be a gradual decline, for prices would have to come down sooner or later. Canada had a wonderful future which was just beginning to be realized and he expected the country to go ahead by leaps and bounds. With regard to the export of shoes, there was no doubt an opening in this direction; one Montreal manufacturer had already done a great deal, and the speaker thought that more could yet be done. In that connection he advocated Canadian manufacturers exhibiting at the great fair at Lyons, France.

### *Address by Hon. E. J. Davis*

Hon. E. J. Davis expressed his pleasure at seeing Mr. F. S. Scott, a member of the Dominion Parliament, in the chair; there never was a time when the country needed such practical business men as Mr.

Scott in the House of Commons. He congratulated the shoe manufacturers upon getting together; there should be harmony and unity in the industry not only for the sake of the manufacturers themselves, but for the sake of the country. It was by this getting together, by the rubbing of shoulders, that they received hints of immense value. Mr. Davis went on to point out the advantages of the Canadian Manufacturers' Association in dealing with such problems as freight, transportation, customs rates, etc. His experience was that an association was of even more value to the small manufacturer than to the large manufacturer.

Discussing the leather situation, Mr. Davis said that there was no reason to believe that there would be an excess quantity of hides for some time to come, neither was the price likely to depreciate. As an indication of the opinion held in England he stated that his firm had received a cable offering to buy a large quantity of wax splits to be stored in this country for twelve months; this, at any rate, indicated the feeling abroad. With regard to calf skins, the speaker referred to the great difficulty in securing skins during the war owing to the sources of supply being largely cut off. If he were a shoe manufacturer he would certainly not go short of supplies for his business and would watch the situation day by day. Mr. Davis then proceeded to discuss the question of costs, which he divided into "controllable" and "uncontrollable," and on commenting on the latter pointed out how the manufacturers had cheerfully borne the heavy war taxes for patriotic purposes. At the same time, the imposition of these taxes was a handicap in securing foreign business. He was glad to notice that the government had decided to secure shipping facilities for this country so that Canada would be in a position to carry goods in Canadian boats, thus giving her a decided advantage.

As to the period of readjustment, all classes must do their part. Personally, he was willing to run his factory without profit to give the returned men work. The farmers were agitating to secure legislation which would put the burden of the country's debt on other people's shoulders, but he insisted that the farmer, the

manufacturer and the laborer must each do their part and come to a common understanding in order to advance the interests of Canada.

Mr. R. E. Dildine, general manager of Ames, Holden, McCready, Ltd., was to have read a paper on "Trade Conditions from the Selling Standpoint," but the chairman announced with regret that Mr. Dildine had undergone an operation for appendicitis. (His death later came as a distinct shock to the entire shoe trade).

## Standardizing of Cartons

After extending greetings from the Canadian Paper Box Makers' Association, of which he is president, Mr. Art. Harries stated: As I was largely responsible for the formation of the paper box section of the Canadian Manufacturers' Association, I was very much amused when one of the members warned me not to let the shoe men know of our association. My answer was, "The shoe men have their own association, and do not fix prices, therefore they would certainly not accuse us of doing so."

I am going to try and convince you of the importance of adopting a standard size of shoe carton. I am sure you have standard sizes of shoes; why not the same in boxes? I consider the backbone of the paper box business is "service and prompt delivery," and certainly with standard sizes your box maker could give better service, as they could be cut in large runs and more quickly if required. Prices also might be considered, as raw material could be procured from the mill in a size to eliminate waste.

The regular size of board is 30 x 40 inches and the cost is based on the number of boxes that can be cut from this sheet. One carton that I make cuts four from this sheet, so for this contract I buy 32 x 40 and cut six boxes from a sheet.

The retailer's shelving would be made to suit, if he knew that all his shoes would be delivered in a standard size carton, and your carton with your advertisement on it would be passed on to the wearer, but under present conditions the majority of large retailers change to their own boxes and your advertising is lost.

I know of a large retailer who made his shelving to suit the American standard sizes and supplied a sample carton to the Canadian factories, which they were obliged to copy when selling shoes to his firm. I also have a factory to manufacture fibre shipping containers, and know well the inconvenience of odd sizes in packing cases and feel sure that the manufacturers of wood and corrugated boxes would also be delighted to hear of the adoption of standard sizes. Unlike shoe cartons, the makers of fibre and corrugated cases make the board themselves, and make it in a size to suit the case ordered, therefore a difference of  $\frac{1}{8}$  or  $\frac{1}{4}$  of an inch in the shoe cartons makes a difference in the size of the sheet and the price of the container.

We often receive mail and even telegraph enquiries for quotations and delivery of, we will say, as an example, a fifteen pair men's container. Before we can quote a price we have to request the customer to send us a sample of the carton he uses, from this sample we make up 15 boxes to test our container, which is really a needless expense and delay. I remember well

an incident which occurred in my factory which shows what trouble even  $\frac{1}{4}$  of an inch will cause, which would have been avoided had standard sizes been in use.

John Doe was using a men's carton  $12\frac{1}{2}$  x  $6\frac{1}{4}$  x  $4\frac{1}{8}$  score size, buying from two box factories. One morning his purchasing department demanded delivery within a few hours of 2,000 cartons with a special label. There were none of that size cut but we had a lot partly made of John Brown's size, which was  $12\frac{1}{4}$  x  $6\frac{1}{4}$  x  $4\frac{1}{8}$ . To get immediate delivery, John Doe accepted this size and, as we got away with it that time, we continued the one size for the two customers for over two years, but our sin was at last found out.

John Doe wanted some 24 pair fibre containers and we made them to suit the carton we were supplying him, but when delivered were found to be  $\frac{1}{2}$  inch too short for the cartons he was purchasing from the other box factory, who had continued the  $12\frac{1}{2}$  inch size. It would have been no inconvenience to either of these shoe firms to have used the  $12\frac{1}{4}$  or the  $12\frac{1}{2}$  inch as a standard size.

The United States War Board made very severe restrictions on the paper box industry, which seemed to us at first sight as unnecessary, such as the elimination of the gold trim, the paper fly, the bottom piece, the news lining on the board, tissue, etc., but no doubt they had studied the question thoroughly before making the rule, and it has at least taught us the lesson that we must do all in our power to save material and labor and avoid unnecessary waste. Now, gentlemen, that is the trouble, what is the cure?

I have here a card which reads:

### Standard Sizes of Cartons

Resolved, that this Association adopt standard measurements for cartons as follows:—Men's  $12\frac{3}{4}$  x  $6\frac{1}{2}$  x  $4\frac{1}{8}$ ; boys'  $11\frac{1}{4}$  x 6 x  $3\frac{3}{4}$ ; youth's  $10\frac{1}{2}$  x  $5\frac{1}{4}$  x  $3\frac{1}{2}$ ; women's  $11\frac{1}{2}$  x  $5\frac{1}{4}$  x  $3\frac{1}{2}$ ; misses'  $10\frac{1}{2}$  x  $4\frac{3}{4}$  x  $3\frac{1}{8}$ ; children's  $8\frac{3}{4}$  x  $4\frac{1}{2}$  x  $2\frac{3}{4}$ —outside measurements.

And be it further resolved that the members and the trade generally be urged to put same into general use for standard cartons when no special cartons are ordered and when new fixtures are installed.

Adopted January 14, 1914, National Boot & Shoe Manufacturers' Association.

To a boxmaker these sizes seem about right. I am not sure that they are in force now, perhaps some of your members could inform us on that, but certainly if my proposal should meet with your favorable consideration it would be easy to adopt a standard size that would be acceptable to all.

### Discussion on Cartons

At the afternoon session the question of the standardization of cartons came up, the chairman stating that some movement had been made in this direction in Ontario. They had adopted certain standards, but probably the time was ripe for the whole country to get down to a standard.

Mr. Geo. A. Slater was of the opinion that it was to the general interest that a standard carton should be adopted. It would be, he thought, more economical and would also please the retailer, making their shelves look more uniform.

Later in the day the following resolution was



Mr. A. E. Marois,  
Member of the Executive Committee



Mr. G. W. McFarland,  
Member of the Executive Committee



Mr. Geo. A. Blachford,  
Member of the Executive Committee

adopted: "That this Association endorse the idea of standardization of cartons and shipping cases and that a committee be appointed to work out the details in this connection."

## Our Export Trade

A very interesting address followed, on "Export Trade Possibilities," by Mr. H. T. Meldrum, Canadian representative for R. Martens & Co., Ltd., London, England. Mr. Meldrum said:

I very much appreciate the honor of having been asked to address you on this important occasion, and in the first place I must take opportunity of congratulating you on at last coming together in an all-Canadian convention of shoe manufacturers. It was a matter which I had often discussed with some of you, and more particularly with my good friend Mr. George Slater, who, as you know, holds very strong and very sound views on the benefits to be obtained by co-operation in the industry. When I was secretary of the Canadian Manufacturers' Association at Montreal, there were difficulties in the way which seemed to preclude the formation of a National Association. I am very happy indeed to learn that these have been overcome.

The shoe industry is one of the most important in the Dominion and by meeting often for discussion of your problems, and by united action aimed to reform abuses which exist in the trade, you will enhance that importance and take a stronger place in the country.

I have been asked to speak on "Export Opportunities," with reference, of course, to the boot and shoe industry. You will not misunderstand me when I say that it is a subject which I approach with some hesitation. In every country of the world there is a certain production of footwear, though in some places, no doubt, it is of a primitive nature. However, when customs tariffs were formulated no one ever overlooked shoes, because the industry was one capable of expansion at home. The result is that wherever you go with shoes for export you are up against a wall. Your aim is to discover where such walls are surmountable.

But coincident with such endeavor you should, in my opinion, carry on a more vigorous campaign for an expansion of business at home. Despite the import duty of 30 per cent., and 7½ per cent. war duty, there was a big importation of shoes from the United States last year. There seems to be two reasons chiefly contributory to this situation. One, a silly prejudice which still exists in the minds of some Canadians towards an imported shoe, although there are shoes of as good quality and as good value made in Canada as there are in the world. You must carry on a campaign of education along these lines. Money spent on the propagation of the Made in Canada idea, is money well spent and you must keep this slogan to the fore. A second cause is "dumping," and for this there is a remedy. No doubt most of you hesitate to report a case of dumping, lest it become known and you offend a desirable customer. But if you will all agree to report such cases as come to your attention you would soon stop it. You cannot expect the customs authorities to deal with this problem unaided, and I am well assured that they would welcome your co-operation. You must get a stronger grip on your home market.

In the past you have scarcely looked at all for outside business. I note that in 1914 exports of leather boots reached a value of only \$82,000; since that time there has been a considerable increase, but largely on war business. Undoubtedly, however, the changes brought about by the war will affect all classes of trade very considerably, and you may now find an outlet which has heretofore been denied.

I have understood that one considerable factor in the price of shoes in Canada was the high wages, and as we know, the cost of labor in Western Europe was 50 to 100 per cent. below ours. This condition, however, will no longer obtain. Standards of living have advanced materially in Europe during the past four years, and at the same time labor has become a strong political force. Therefore, while I fear that there may be a great deal of distress in the Old World due to unemployment, yet it will not result in a reduction of the wage scale to anything like the old figures. You

will therefore have less to fear from European competition in outside markets than was previously the case.

I am strongly of the opinion that you should make a serious attempt to get into foreign markets; and I will offer some suggestions as to how it might be undertaken. Now I may be wrong, as I am only a layman, but I am inclined to think that the great majority of you do not specialize sufficiently, but dissipate a certain amount of your strength in variety production. For successful export you must specialize.

Briefly, my idea is this: that the makers of each class of shoes should get together and pool their interests. They should draw up a questionnaire covering all the information desired concerning their particular line. Then as a preliminary step they might send this out to the Canadian Trade Commissioner in the country in which they desire to trade. Our Trade Commissioner Service covers practically all the desirable markets and it comprises men of ability and energy who are most anxious to assist Canadian business. The Commissioner, by a study of the situation on the lines indicated by the questionnaire and by the comparison of Canadian styles and prices with competing lines, would be able to furnish such a report as would enable you to decide whether or not it were worth while to go further. If the report was favorable, then send out your qualified representative to make a closer study of the market and to make sales arrangements.

I suggest the group system because the work of direct investigation is costly and one of you alone would hesitate to go out on an extensive survey of world markets. But acting jointly you divide the expense and at the same time provide a striking force which will make you much more important in foreign fields.

Now you will ask what are the available markets? To follow the line of least resistance you would naturally look first to those countries where Canada enjoys preferential fiscal treatment,—New Zealand, which gives our products an advantage of 33 1/3 per cent. of the duty over non-British countries,—South Africa, which gives a preference of 3 per cent. ad valorem—the islands of the British West Indies, with most of which we have special tariff arrangements. In France, too, we have a slight preference under the Treaty of 1908. It is true that this treaty has been denounced as from September next, but this will probably be arranged again on somewhat similar lines.

There is an especially strong possibility in France during the next three or four years, pending the settlement of the social disturbances existent in so great a portion of industrial Europe.

I am given to understand that South America offers very large opportunities, and another very important field is Siberia. That is a vast agricultural country with a population approaching twenty millions. The efforts of the All-Russian Government, assisted by Allied troops, have practically brought order out of the chaos which existed. There is an absolute shortage of footwear of all kinds, and our manufacturers should be prepared to do business there just as soon as some proper money value can be established.

I have expressed these ideas with a view to opening the subject for discussion, and I trust that they

may be at least helpful in arriving at a solution of the problem.

### *Discussion on Export Possibilities*

Mr. P. Doig, in discussing the question of export trade, said that one of the most discouraging features was the initial cost of introducing goods. He was in favor of sending out a first-class shoe man to study the requirements of the foreign business and to bring back samples of what was required. Mr. Doig went on to say that some of the commercial commissioners were easily discouraged because of the higher costs of Canadian goods. One reason why Canadians did not get more foreign trade was because of the timidity of the manufacturers.

Mr. G. A. Slater said that Canadian manufacturers did not realize the opportunities offering in the export line. It was not a good thing for men representing other lines to also represent shoes; specialization was needed. He suggested the appointment of a number of groups among Canadian manufacturers, who would agree amongst themselves as to the amount of orders they would be able to execute, such manufacturers also concentrating upon a certain number of lines.

Mr. Meldrum, as representing an English company, offered to co-operate with the manufacturers exporting boots and shoes, particularly to Russia.

### *Invitation to Inspect Leatherboard Factory*

Mr. Geo. Davis, of Bennetts, Limited, extended an invitation to the delegates to visit their counter and leatherboard factory at Chambly. He pointed out that his company bought their raw material from the shoe manufacturers and resold the finished product to them again, which was a rather unique feature in industry. At the factory they would see the scrap leather being converted into heelboard, and he added, that there was a greater demand for this commodity every day.

Mr. Jos. Daoust then spoke in French, and repeated his speech in English for the benefit of those not acquainted with the French language. Incidentally he referred to the great value of being bilingual and, in alluding to a previous remark by Hon. E. J. Davis, that he would give a thousand dollars to be able to speak French, stated that he (Mr. Daoust), would not be without his knowledge of English for a hundred thousand dollars. Mr. Daoust went on to speak of the benefit of such an association as they were about to form. He recalled the existence of the pool of sole leather tanners, which agreed to give a rebate of 5 per cent. to those doing business entirely with the members of the pool. This existed for several years and went to pieces because of internal dissensions, after putting up the price, and thus getting back the rebate.

On the question of export Mr. Daoust had received during the war a letter of enquiry from an Egyptian importer, asking as to the possibilities of buying shoes in this country. He replied that the importer could obtain all the goods he required in Canada, and since then, he had received another letter, announcing that the importer was coming to this country.

Personally, he had received benefit from such associations, and he related how he had picked up at





Mr. N. B. Detwiler,  
Member of the Executive Committee



Mr. C. S. Sutherland,  
Member of the Executive Committee



Mr. L. J. Breithaupt gave a very interesting and informative talk on the leather situation

a meeting, in Toronto, methods to obviate certain difficulties encountered in making harness leather. Mr. Daoust concluded by moving in favor of the formation of a Shoe Manufacturers' Association for Canada.

Mr. A. Brandon seconded Mr. Daoust's motion. Organization, he said, meant the success of their business; it led to efficiency and, without efficiency, costs would be too high. In Ontario they had been endeavoring to organize the shoe manufacturers and they had to thank the war for bringing their forces together. Organization had saved Canada and the world. He hoped that the members of the association would be as loyal as the Allies had been to Marshal Foch in the war. He paid a tribute to Mr. Geo. A. Slater for his work in connection with the association.

The resolution was unanimously carried.

## The Constitution

### I.—Name

1. The name of the Association shall be the Shoe Manufacturers' Association of Canada. (section of the Canadian Manufacturers' Association).

2. The Head Office of the Association shall be situated at Montreal.

### II.—Purposes

3. The purposes of this Association shall be

- (a) To promote and foster the interests of those individuals, firms, partnerships and corporations engaged in the manufacture of boots and shoes in the Dominion of Canada.
- (b) To encourage the formation of local shoe manufacturers' associations.
- (c) To reform abuses existing in the trade.
- (d) To secure freedom from unjust or unlawful exactions.
- (e) To diffuse to its members accurate and reliable information.
- (f) To procure uniformity in the customs and usages of the trade.
- (g) To encourage export business.
- (h) To promote friendly intercourse among members.

### III.—Membership

4. Any individual, firm, partnership or corporation who is now, or may become, a member of the Canadian Manufacturers' Association, and who is engaged in the manufacture of boots and shoes in Canada, shall be eligible for membership.

5. Application for membership shall be made in writing to the Secretary-Treasurer.

6. Power to deal with applications shall be vested in the Executive Committee. On receipt of an application, the Committee, if not in session, shall at once be notified by mail. If the majority of the Committee advises acceptance, the applicant shall be so notified and he shall be considered elected on payment of fees.

7. Any member wishing to withdraw from this Association must give notice to that effect to the Secretary-Treasurer three months in advance, in writing, and pay all arrears of dues and assessments of the Association.

### IV.—Officers

8. The officers of this Association shall be an Honorary President, a President, two Vice-Presidents, and Secretary-Treasurer.

9. The President shall have general supervision over the affairs of the Association. He shall preside at all meetings of the Association and of the Executive Committee. He shall be a member ex-officio of all other committees.

10. The Vice-Presidents in order of their seniority shall, in the absence or disability of the President, assume his duties.

11. It shall be the duty of the Secretary-Treasurer to keep a correct list of the members and their addresses and a true and correct record of all proceedings whether of the Association or of its Executive Committee or of any committee reporting thereto. He shall conduct the correspondence of the Association. He shall collect and carefully preserve all books, papers, letters, record and accounts relating to, or of interest to the Association. These he shall deliver up, when directed to do so by the Executive Committee to such person or persons as it shall direct, and shall perform all duties which the nature of his office may require, or the Executive Committee may order.

He shall be custodian of the funds of the Association; he shall cause to be deposited with a chartered bank to the credit of the Association in a general account all moneys received, and no moneys shall be withdrawn therefrom without the signature of the President or the Secretary-Treasurer and the signature of such other officer or member as may be determined by resolution of the Executive Committee. He shall report regularly to the Executive Committee upon the Association's financial standing. He shall provide a surety bond at the expense of the Association, and in such amount as shall be determined by the Executive Committee. The books and accounts shall be kept at the head office of the Association, and shall be open to the inspection of any member of the Executive Committee during business hours.

12. The Secretary-Treasurer who may be a salaried officer, shall be appointed by the Executive Committee and his remuneration shall be determined by that body.

### V.—Committees

13. The Executive Committee shall be composed of the President, the two Vice-Presidents and one representative for every five

members or fraction thereof according to the following geographical divisions—

- (1) Western—including the Prairie Provinces and British Columbia.
- (2) Province of Ontario.
- (3) Province of Quebec.
- (4) Maritime Provinces.

14. The Executive Committee shall carry out or supervise the carrying out of the instructions of the Association. It shall act as the representative of the Association, when the latter is not in session. It shall have general supervision over the policies of the Association; to it all committees shall report, and the actions of such committees shall at all times be subject to its revisions. It shall be empowered to fill any vacancies, whether within itself or on any committee caused by a death or resignation and to fill temporarily the place of any officer or any member of any committee who, from any cause, may be absent from duty.

15. The President may call a meeting of the Executive Committee at his pleasure and shall do so on the written requisition of any three members of the Executive Committee within three days of his receipt of such request. Members of the Association shall have the privilege of attending Executive Committee meetings, but only members of the Committee shall have votes.

16. Written notice of same shall be sent by the Secretary-Treasurer to all members of the Committee at least three days before the date fixed for the meeting.

17. At the Executive Committee meetings regularly called, five members shall constitute a quorum.

18. Special committees may be appointed by the Executive Committee from time to time.

19. Meetings of special committees shall be called at the discretion of the respective Chairmen or by the President of the Association.

20. At all special committee meetings a majority of the members shall constitute a quorum.

21. The Committee on Nominations and Resolutions, composed of seven members, shall be appointed by the Executive Committee at a meeting, regularly called, not less than thirty days before the Annual meeting of the Association.

22. The Committee on Nominations and Resolutions shall prepare the ballot for the Annual Meeting of the Association. It shall also report upon and, if necessary, prepare all resolutions submitted for the consideration of the said Annual Meeting.

23. It shall meet not less than fifteen days before the Annual Meeting to perform its duties.

24. Notice of meeting shall be sent to all members of the Committee not less than ten days before the date fixed for the meeting.

25. A majority of the members of the Committee shall constitute a quorum at any meeting regularly called.

#### VII.—Nominations and Elections

26. The Secretary-Treasurer shall, not less than one month prior to the date fixed for the Annual Meeting make a written call upon all members for nominations for President, two Vice-Presidents and the Executive Committee.

27. Nominations may be made by any active member in good standing.

28. No nomination shall be valid which does not carry with it the consent of the party nominated.

29. Nominations for President, Vice-Presidents and Executive Committee shall be sent to the Secretary-Treasurer not less than two weeks before the Annual Meeting, but this shall not apply in the case of nominations put forward by the Committee on Nominations and Resolutions.

30. Any active member in good standing shall be eligible for election or appointment to any office or to any Committee.

31. The President and the two Vice-Presidents, no two of whom shall be residents of the same district, and the Executive Committee shall be elected at the Annual Meeting and shall hold office until their successors are elected.

#### VIII.—General and Annual Meetings

32. A special general meeting of the Association may be called at the pleasure of the Executive Committee and shall be called by the President upon the written requisition of fifteen members within three days of his receipt of such requisition.

33. Written notice of the same shall be sent by the Secretary-Treasurer to all members at least five days before the date fixed for the meeting.

34. The Annual Meeting of the Association shall be held in the month of January, the time and place to be fixed by the Executive Committee.

35. Written notice of the same shall be sent by the Secretary-Treasurer to all members at least one month before the date fixed for the meeting.

36. At all General and Annual Meetings of the Association regularly called, twenty-five members shall constitute a quorum.

37. At any General or Annual Meeting of the Association regularly called, any member who is prevented from attending may be represented by proxy by any other member in good standing. The said proxy shall be in writing, and shall be filed with the Secretary-Treasurer, provided, however, that no member shall represent more than one proxy.

38. At all General and Annual Meetings of the Association regularly called, no firm, partnership or corporation shall be entitled to more than one vote but any firm, partnership or corporation shall have the privilege of being represented by any number of individuals connected with said firm, partnership or corporation.

39. The order of Business at all General and Annual meetings of the Association shall be as follows—

- (a) Reading of Minutes of previous meeting.
- (b) Business arising out of Minutes.
- (c) Reports.
- (d) Unfinished Business.
- (e) Election of officers and committee.
- (f) New Business.

This order of Business may be suspended or varied at any meeting by a two-thirds vote of the members present.

#### IX.—Dues and Assessments

40. The following annual dues shall be payable in advance and shall be paid to the Secretary-Treasurer within thirty days from the date on which they become due. Based upon the amount of sales of goods manufactured in each case—

Up to \$200,000	\$ 20.00
\$ 200,000—\$ 500,000	30.00
500,000— 750,000	50.00
750,000— 1,000,000	100.00
1,000,000— 1,500,000	150.00
1,500,000— 2,000,000	200.00
2,000,000— 3,000,000	250.00
3,000,000 or over	300.00

41. Whenever the Association is in need of funds, money shall be raised by an assessment upon the members of the Association.

42. All assessments must be ratified by a two-thirds vote of the Executive Committee.

43. Assessments shall become due and payable after 15 days notification thereof; and such notification shall be complete with the mailing of a notice in writing by the Secretary-Treasurer addressed to the members.

#### X.—Alteration of Constitution

44. This constitution may be altered or amended by a vote of the majority of the members present at any Annual Meeting of the Association.

45. Notice of such alterations or amendments shall be placed in the hands of the Secretary-Treasurer one month prior to the date of the Annual Meeting. It shall be the duty of the Secretary-Treasurer to immediately notify the members of the proposed alterations or amendments.

46. This Constitution shall come into force on the date of its adoption.

#### XI.—C.M.A. Constitution

47. In all matters not specified in the above articles the officers, committees and members of the Association shall be governed by the Constitution and By-Laws of the Canadian Manufacturers' Association.

48. Nothing in the above articles shall be interpreted as giving any powers or privileges not in accordance with said Constitution and By-Laws.

### *Discussion on the Constitution*

The convention then took up the discussion of the constitution. The delegates from Quebec made a strong stand in favor of the proceedings of the association being issued both in French and English, and further that the secretary-treasurer should have a knowledge of both languages. The suggestion met with general approval, and an amendment was inserted in the by-laws providing that the secretary should have these qualifications. The official report



Hon. E. J. Davis, who spoke on the advantages of organization and conditions in the leather market.



Mr. Nap. Tetrault, whose authoritative pointers on export trade were of great interest.



Mr. Art. Harries delivered an excellent address on the "Standardization of Cartons."

of the proceedings and the constitution will be in both languages, and the notices to French firms will be sent out in the French language.

Mr. Routier raised the question as to the formation of local associations, one of the clauses under the head of "Purposes" stating that the object was to encourage the formation of local shoe manufacturers associations.

The chairman said that this question had been considered and the general idea was that local associations should continue with the object of dealing with local questions; matters of national importance should be brought to the attention of the national association. It was entirely a matter of discretion as to whether the local associations should continue.

Mr. Brandon said there was no idea of any interference with a local association.

Messrs. Gale and Tanguay also spoke on this question, and made inquiries with a view to ascertaining the general feeling.

#### Grouping of Manufacturers

Mr. H. J. Daly, of the Repatriation and Employment Committee, Ottawa, spoke at some length on the question of the grouping of manufacturers to study questions of interest to their own industries. One of the most important questions to be considered by such groups was the proper distribution of production. There were groups of manufacturers in Canada who got together and agreed to manufacture a smaller variety of goods in order to obtain quantity production of those particular goods, thus eliminating many lines and enabling costs to be lowered. Mr. Daly also spoke of the desire of the Government to co-operate with manufacturers in regard to export and home industry. It was proposed, he said, to establish a chain of employment offices throughout the Dominion and to distribute the returned soldier and civilian in such a way as to benefit employers and employees. He asked the manufacturers to exercise patience with the returned men, who, for a long time,

had been in a different atmosphere from that of industrial pursuits. It was a problem which would have to be carefully worked out with the assistance of the manufacturers.

#### Election of Officers

The following were elected as officers for the ensuing year:

Hon. Presidents—Mr. A. Brandon, Brandon Shoe Co. Ltd., Brantford, Ont.; Mr. Geo. A. Slater, Geo. A. Slater Ltd., Montreal.

President—Mr. F. S. Scott, M.P., Getty & Scott, Limited, Galt, Ont.

First Vice-President—Mr. J. Daoust, Lalonde & Co., Limited, Montreal.

Second Vice-President—Mr. J. D. Palmer, Hartt Boot & Shoe Co., Fredericton, N.B.

Executive Committee—Messrs. J. Leckie, J. Leckie & Co., Vancouver; Albert Tetrault, Tetrault Shoe Mfg. Co. Ltd., Montreal; Geo. A. Slater, Geo. A. Slater, Limited, Montreal; W. F. Martin, Kingsbury Footwear Co. Ltd., Montreal; J. I. Chouinard, Regina Shoe Co., Montreal; Ralph Locke, Dufresne & Locke, Montreal; R. E. Dildine, Ames Holden McCready, Montreal; H. V. Gale, Gale Bros. Ltd., Quebec; J. E. Warrington, John Ritchie Co., Quebec; J. A. Duchaine, Duchaine & Perkins, Quebec; Fred Marois, Tourigny & Marois, Quebec; G. W. McFarland, Williams Shoe Limited, Brampton, Ont.; George Blachford, Blachford Shoe Co., Toronto; A. Brandon, Brandon Shoe Ltd., Brantford, Ont.; N. B. Detwiler, Hydro City Shoe Manufacturers, Kitchener, Ont.; C. S. Sutherland, Amherst Boot & Shoe Co., Limited, Amherst, N.S.

Mr. Scott thanked the members for their confidence in him and said he would endeavor to deserve the honor conferred on him.

Mr. Joseph Daoust expressed, in French and English, the appreciation of the other officers, and their determination to make the association a success in the attainment of its objects.

### *Resolutions*

On the motion of Mr. Geo. A. Slater, seconded by Mr. G. W. McFarland, the following resolution was passed: That this Association petition the Minister of Militia that, owing to the great shortage of operators in the boot and shoe manufacturing industry and the importance of securing help to produce goods for export trade, that soldiers overseas who are shoemakers by trade be returned home at the earliest opportunity. A committee will be appointed to wait on the Government at the earliest possible opportunity.

Mr. Fred H. Ahrens, of Kitchener, raised the question of the date of the annual meeting and, on the suggestion of Mr. Albert Tetrault, seconded by Mr. Geo. A. Slater, the month of January was fixed.

Mr. Geo. A. Slater proposed, and Mr. C. Craigie seconded, the following resolution, which was carried unanimously: That this convention, representative of the boot and shoe manufacturers of Canada, do hereby petition the honorable the Ministers of Finance and Customs, that no changes affecting the custom tariff on boots and shoes or leather be formulated without giving the said manufacturers the opportunity of submitting a statement of conditions in the industry, and of the effect which, in their opinion, any such revision of the tariff might have on the industry.

Mr. Slater moved the following: That this Association views with favor the organization of retailers throughout the country, and will be pleased to co-operate with them for the correction of evils in the trade, and for the general uplift of the shoe industry. This was agreed to.

Mr. Slater further moved: That the members of the Shoe Manufacturers' Association ask the aid of the retailers and their Association in the correction of the evil of returned merchandise for trivial causes, and cancellations of orders after goods are in process to the end that what are termed "floor goods" may be lessened in quantity, thus materially lowering the source of supplies of the fake sample shoe stores or so-called factory outlets. Be it further resolved that our Secretary be instructed to take up with the Association of retailers the question of formulating a plan for the summarizing of these evils.

Mr. R. Lanthier stated that he was in favor of a stronger resolution, by which manufacturers would absolutely refuse to cancel orders when the goods were in process of manufacture. Mr. Geo. A. Slater asked the Association to go slow in this matter, and to seek the co-operation of retailers. Mr. Doig supported Mr. Slater's idea. This matter, he said, should be handled with discretion; he was not in favor of coercive measures.

Mr. Craigie said that they should all recognize that the retailers were interested in this matter as well as the manufacturers. He suggested that the retailers should be invited to co-operate and reach a better understanding so as to remedy any grievance which existed.

Mr. Slater said his idea was that associations of manufacturers and retailers should discuss this matter; committees could be appointed so as to reach a fair understanding on the matter. The resolution was then agreed to.

Mr. Slater moved, and Mr. McFarland seconded,

the following: That manufacturers shall not give credit for any shoes that have been worn, without being allowed fair credit for such wear as the shoes have been given.

Mr. Wayland suggested that a tag be attached to each pair of shoes to the effect that no allowances would be made on the goods if they were returned after being worn.

Mr. Nap. Tetrault said the manufacturers must be fair; they must recognize that errors were made by manufacturers, and they should certainly make allowances. His firm had in operation a system of allowances, which was, in effect, a scale providing for graduated credits, according to the amount of wear. This had proved very satisfactory.

Mr. Wayland said that the United States manufacturers had sent out a circular to the retail trade, notifying that they would not give credit for shoes after they had been worn. Why could not this Association do the same thing?

Mr. Slater pointed out that the National Boot & Shoe Manufacturers' Association had passed a resolution on this subject which had been endorsed by the National Shoe Retailers' Association. It was to the effect that "we will not give credit for any shoes that have been worn, without being allowed proper credit for such wear as the shoes shall have given, no allowance being made for patent leather shoes.

The convention then passed the resolution proposed by Mr. Slater.

On the motion of Mr. F. Marois, seconded by Mr. N. Tetrault, it was decided that the next meeting should be held in Quebec.

Votes of thanks were passed to Lieut.-Col. Sadler, the Montreal Boot & Shoe Manufacturers' Association, the convention organization, the various speakers, and to the trade press, without whose assistance the Shoe Manufacturers' Association of Canada could not have been formed.

### *The Banquet*

The dinner in the evening was one of the most representative gatherings of shoe manufacturers and allied industries ever held in the Dominion. Every section of these industries had several representatives and the tables were so arranged that given firms were able to obtain the exclusive use of these tables for the heads of the firms and their employees. The organization of the dinner involved a considerable amount of work on the part of the committee, who are to be congratulated upon the satisfactory manner in which the dinner was carried out. The musical program was arranged under the direction of Mr. W. V. Matthews.

The toast to the King was proposed by the President, Mr. F. S. Scott, who contrasted the loyalty shown throughout the British Empire to the King and Queen with the way in which certain crowned heads in Europe had come to grief. The British Empire stood for all that was best in democratic government.

Mr. Geo. A. Slater proposed the health of Mr. Scott, who, he said, was the right man in the right place.

The President, after expressing his appreciation of the honor accorded him, dealt with general commer-

cial conditions. In a masterful speech he pointed out that the shoe manufacturers of Canada represented a very important industry. It was not a small thing for a comparatively young man coming from a small town in Ontario to be honored as the first president of such an association. He assured them that he would give the members of the association the best service that was in him. He hoped that when they met at the next annual convention the members would have reason to look back with pride upon the work that had been accomplished.

The shoe manufacturers had met in convention with the purpose that, in the time that was before them, they would be better able to take their proper place in the industries of Canada. They must all realize that absolutely new conditions faced the people of the Dominion, and he believed the world was expecting great things from the Dominion and that the Canadian people would live up to those expectations. The Government was confronted with many problems, but he was certain as to the future. Increased revenue would have to be raised from increased trade; shoe manufacturers should share in that increased commerce, and so take care of their share of the necessary additional revenue.

Mr. Scott then dealt with the question of the tariff. He pointed out that the farmers were demanding that customs duties should be reduced and that the country be put on something like a free trade basis. There were, however, other interests to be considered besides those of the farmers, and while they would be willing to co-operate with the farmers, they could not agree to the elimination of the tariff, as this action would be ruinous to the business interests of the country. He was of the opinion that, but for a protective tariff, this country would not have taken such a glorious part in the war. There had been, he continued, differences between Ontario and Quebec. These should be brought to an end, and he believed that their association could do much to foster a better understanding and to bring this unfortunate antagonism to a termination. He understood that about two-thirds of the capital invested in the shoe industries came from French-Canadian sources, and gave this as one reason for a more complete understanding between the two races. It had been said that the returned soldiers would find this country in a state of labor agitation, and as shoe manufacturers they were interested in seeing that such a state of affairs should not take place. They must give the returned soldier a square deal; they desired that wages should be at such a level as to give a living wage to the workers, and he urged that employers and employees should get together on such questions.

The President's speech was followed by the singing of "O! Canada."

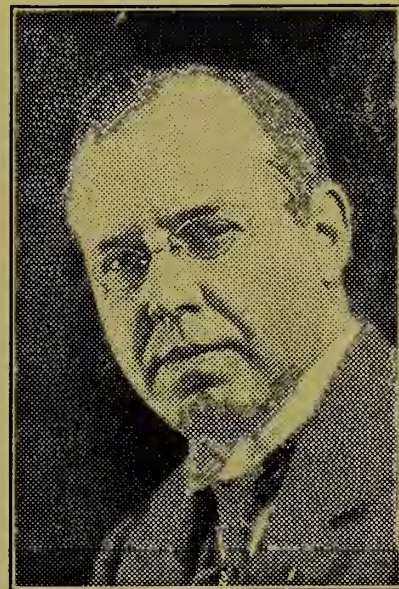
The Hon. G. Robertson, Minister of Labor, in the course of a very complete speech, dealt with the many existing problems. He made particular reference to the desirability of developing Canada's natural resources in order that the country might give employment to the thousands of men thrown out of work by the cessation of war orders. He quoted statistics to show that this displaced labor was gradually being absorbed by other industries, and con-

cluded by urging that industrial disputes could be avoided by taking matters before competent tribunals.

Senator C. P. Beaubien, who spoke in English and French, pointed out the work which had been done by both races for the upbuilding of the country. In an eloquent speech he appealed for mutual trust and work for future prosperity with the reconstruction that would come after the war.

Brief speeches by Mr. Joseph Daoust and Mr. Nap. Tetrault concluded the proceedings. The former speaker dealt in a jocular way with his dual position of shoe manufacturer and tanner—as a shoe manufacturer he might advise his fellow manufacturers to be careful in their purchases of leather; on the other hand, as a tanner his inclination might be to urge heavy purchases of his goods. He presented these two sides and concluded that it was up to their judgment to decide which was the better and safer way.

The arrangements for the entire convention were in the hands of the following committee:—Messrs. G.



Mr. H. T. Meldrum, Canadian agent for R. Martens & Company, of London, Eng., offered some timely suggestions in connection with export trade.

A. Slater, R. Locke, R. E. Dildine, W. F. Martin, Albert Tetrault, J. I. Chouinard, A. L. Dupont, J. P. Cote, Joseph Daoust, W. V. Matthews, A. Brandon, G. W. McFarland, J. E. Warrington, R. Lanthier, and F. S. Scott.

### *Convention Briefs*

Everyone said the convention was a marked success. The attendance was large and representative; the proceedings were marked by enthusiasm and the business transacted with promptitude. The organization involved considerable work but it was worth while. Much is expected as the result of the formation of the Association and if a wide-awake president and a splendid executive count for anything, those expectations will be fulfilled.

The delegation from the city of Quebec was in strong force and very much in evidence. Also they

made their views known in no uncertain way, particularly in relation to the recognition of the French language. Having regard to the fact that a majority of the shoe manufacturers in the Province of Quebec are French speaking, it was not unreasonable that they should ask that the official report and the Constitution should be printed in French and that the notices to French firms should also be in French. The English-speaking members agreed with them on these points.

#### Visitors from Quebec City

The visitors from Quebec City were indeed a lively gathering, and put a lot of vim into the convention. Credit for organizing the delegation is due to Major "Jimmie" Scott, assisted by Mr. W. A. Lane. This involved a large amount of work, both prior to and at the convention. The idea was to foster the get-together spirit, to insure that the men from the Ancient City should get better acquainted with the men from the west, thus tending to convert acquaintances into friends. It was with this object in view that the firm of J. A. Scott, Quebec and Montreal, engaged a suite



Mr. W. V. Matthews, of the Tetrault Shoe Mfg. Company, to whom great credit is due for the success of the entertainment plans.

of four rooms at the Windsor Hotel, where they entertained all and sundry. The wants of the delegation were carefully looked after; the members were met at the station, conveyed to the hotel in taxis, and entertained at breakfast by Major Scott and Mr. Lane. Moreover, taxis were at the disposal of the delegation throughout the day.

The activities of Major Scott and Mr. Lane were not, however, confined to the Quebec delegation. On the evening prior to the convention they provided an abundance of entertainment for the organization committee, the Montreal shoe manufacturers, and such Western delegates as were in town. They held high carnival. First of all there was a dinner at the Windsor, followed by a theatre party, and afterwards supper at the Corona. The dinner was the big event. Probably the Windsor Hotel has never been the scene of a more harmonious and lively gathering. There

were speeches by Mr. F. S. Scott, M.P., Major J. A. Scott, Mr. A. Brandon and Mr. Nap. Tetrault. The great feature of the evening, however, was the singing of that well-known French chanson "Gentille Allouette" by Major Scott. It was immense.

Then followed the theatre party and the supper, and the evening was far spent when entertainers and the entertained sought their rooms.

Mr. Joseph Daoust was a busy man. In addition to making speeches in both French and English, he was official interpreter. Mr. Daoust is equally at home in the English and French languages, and the committee made no mistake when they requested this versatile shoe manufacturer and tanner to undertake the work.

The addresses by Mr. L. J. Breithaupt and Hon. E. J. Davis had a patriotic flavor. From the trade point of view they were also illuminating, while they were no positive indication of the course of the leather market, they showed at any rate that there was no likelihood of an immediate slump. Both struck the key-note of co-operation, without which the efforts of the convention will be of little value. This key-note was indeed the outstanding feature of nearly all the speeches, it being clear that with unity of purpose the Association will achieve the objects for which it has been formed.

The members of the convention were the guests of the Montreal Boot & Shoe Association at the luncheon. There was no speech making, the efforts in this direction being postponed until the evening.

One notable feature stood out in the afternoon discussion—the desire of the manufacturers to co-operate with the retailers and to meet them for the discussion of subjects in which there is a common interest. Both branches of the industry can help in furthering the interests of all concerned, and it is recognized that by the friendly discussion of trade questions that friction can be removed and a better understanding arrived at. As one speaker said, "conciliation is better than using the club," and it is from this point that the association welcomed the formation of retail associations.

The banquet was attended by nearly two hundred people, representatives of every branch of the shoe industry. Here is the menu:—

Celery	Malpecque Oysters	Olives
	Cream of Tomato Bisque	
	Lake Fruit Meuniers	
Roast Turkey	Cranberry Sauce	
Rissolees Potatoes	Early June Peas	
	Coupe St. Jacques	
	Petits Fours	
	Coffee	

The speech of the Hon. J. D. Robertson, Minister of Labor, was of the rather solid type, packed with facts and figures, while Senator C. P. Beaubien's address was in lighter vein and characterized by Gaelic sparkle. The president made a most effective speech—he was in rather an aggressive mood when defending the rights of Canadian manufacturers, and it was clear that when it comes to standing up for the interests of shoe manufacturers the industry will have a bonnie fighter.

When it comes to providing entertainments for

(Concluded on page 43)

## Tanners and Manufacturers Have Confidence in Future

**O**PTIMISM characterizes the Montreal shoe manufacturers. Every one believes that 1919 will be a satisfactory year. At present they have plenty of orders, the great difficulty being to secure supplies and also to obtain sufficient skilled help. Notwithstanding the release of a large number of men from other industries, there is still a great want of men in the shoe factories, and apparently this lack is not confined to Montreal, as there are reports of Ontario firms trying to obtain labor in the Province of Quebec.

Mr. L. A. Gauthier, president of the Canadian Footwear Co., who with Mr. A. Lecours, recently visited New York and Boston, reports that light skins are very difficult to secure. These supplies are limited and the tanners in the United States are simply awaiting shipments of skins from abroad. As far as Mr. Gauthier can see the prospects are that the prices of shoes will not come down; the tendency, he thinks, will be in an upward direction, especially for kid goods.

Mr. W. F. Martin, of the Kingsbury Footwear Co., states that prospects are very rosy. He too, is of opinion that prices will certainly be maintained, having regard to the scarcity of raw materials.

Mr. F. W. Knowlton, manager of the United Shoe Machinery Co., of Canada, thinks the immediate outlook is encouraging. He says: I look for a satisfactory volume of trade in 1919, with good prices. Stocks are not heavy. One significant fact is that firms who bought supplies from us for the army shoe contracts, did not cancel their orders, but on the contrary placed further orders with us for similar goods—which looks as if the trade is confident as to the immediate future. General orders are coming in well, and the orders for machinery are also keeping up.

### The Glazed Kid Market.

In the course of a review of the glazed kid market, Mr. W. A. Lane, the Montreal representative of J. A. Scott, Quebec, states: The question of the situation of the glazed kid market is very problematical. When the United States embargo was lifted on all skins purchased prior to June 15th, the Government insisted that there should be an allocation of these skins when they came in. Now, according to the figures of the skins that were in that country, and all that were being released by the embargo, the trade, as a whole, would be given—on a 40 per cent. production—skins for 155 days from September 15th, which would give the tanners skins up to February 15th. In the meantime, the Government requested the tanners not to buy any skins—particularly in India, which supplies the bulk of the raw stock—and they (the tanners) were not given permission to ship any skins, only those that were embargoed. The United States Government has since lifted the embargo on raw stock of every description necessary to the manufacture of leather from November 27th to February 27th, up to forty-eight thousand tons. This ruling also applies to Canadian hides and skins. There is not much finished leather around, and, from what we can learn, the shoe manufacturers are working on depleted stocks. We know that all the foreign countries are absolutely bare of

kid leathers, and everybody feels that, just as soon as export is resumed, outside buyers will practically buy all the finished leather that is in the United States. Should such be the case, there will be very little leather left for home consumption. We, of course, feel, as everybody does, that there is going to be a drop in prices in all lines of business sooner or later, and, having figured it all out in our minds, as far as the glazed kid business is concerned, we cannot see where there can be any change for at least six months. We personally know that some of the largest kid houses in the United States are to-day refusing orders, and, in one or two cases, they are claiming that they have orders on their books to cover their output for the next three months.

### Mr. L. J. Breithaupt Explains the Outlook

Our belief in the future strength of the market, as mentioned or outlined in your December issue, has been fully justified by the facts since. The leather market to-day has greater inherent strength than is realized by most leather buyers. The cost of manufacture cannot be reduced, as labor and tanning material are as high as ever, and will be so, we believe, the greater part of 1919. On the other hand the hide market seems to be just now daily gaining in strength, instead of the opposite, as is usually the case at this time of the year when quality is deteriorating.

We have before us a letter from the New York agent of one of the largest South American hide houses, which states:

"The market in hides is very strong, and you will find that when business opens after January 1st, prices which will be paid will be considerably higher than are now anticipated. Europe is our great competitor to-day and Europe is paying considerably more than we have the courage to ask here."

We also have another letter to-day, re South American hide markets, from a most reliable source, reading as follows:

"This market has gone wild on all their hide products which, we believe, is due to large buying of European, South American and United States speculators. This market is also stimulated by the fact that some of the neutral European countries are offering prices on all South American products that are far in excess of our Allied Government maximum prices."

Furthermore, stocks of hides are much lower than usual in January and those of most lines of leather likewise so. While the demand already facing us in the New Year shows that there will be a large business done as confidence is being fully restored and the re-adjustment and re-construction periods before us will probably require greater quantities of the necessary staples of life (including shoe leather) than ever before.

We may also state that our plants are in first-class shape to turn out large quantities of our various lines of sole leather. While owing to various causes, such as shortage of labor and influenza, we have not been able to supply our friends as fast as we desired. We will, however, soon again be in our normal "stride" when we shall doubtless also be able to resume export trade, which we have been unable to supply for many months past.

## Boston Style Show a Great Success

*War conditions Have Greatly Reduced the Number of Lasts and Styles—Greys, Blacks, Patents, Browns and Mahogany were the Leading Colors Shown—  
Some Advance Styles an Inch Higher*

**T**HE Boston Style Show is now a semi-annual event and although a good success in the past has been totally eclipsed by the four day session, January 6 to 9. Representative gatherings of shoe retailers, manufacturers and tanners thronged Symphony Hall, night and day, and it is also quite evident that an increasing number of the general public are becoming interested in the latest modes and in getting advance information. New England's heritage as a shoe manufacturing centre is indeed well borne out in the splendid examples of footwear styles that were on display. Events of this kind are of special value to buyers who are enabled to see, almost at a glance, conditions and styles that would take them weeks to find out in the ordinary way.

### Many Canadians Present.

While our list of the Canadian visitors is not complete at the time of going to press, the following were noticed by our Boston representative: Mr. Walker, of Walker, Parker, Toronto; Mr. Jarvis, Manager Murray Shoe Company, London; Mr. J. A. Lavoie, La Parisienne Shoe Co., Limited, Montreal; Messrs. Albert and Napoleon Tetrault, Tetrault Shoe Manufacturing Company, Montreal; Mr. W. F. Martin, Kingsbury Footwear Company, Montreal; Mr. Moles and Mr. Frank DeLancy, of J. & T. Bell, Limited, Montreal; Mr. J. E. Pare, Star Shoe Company; Mr. J. I. Chouinard, Regina Shoe Company, Montreal; Mr. Blachford, Blachford Shoe Manufacturing Company, Toronto; Mr. Geo. Chambers, Kilgour & Chambers, Toronto, and Mr. Walter Burnill, Toronto.

### Living Models Displayed Styles.

During the entire four days, afternoon and evening, the hall, which was artistically decorated with United States and Allied flags interspersed with flowers, was filled to capacity with shoe manufacturers, retail and wholesale shoe buyers from all parts of the world, as well as the general public. They came to see, and saw, the final word in shoe craftsmanship.

Plenty of entertainment was provided by the management to interest spectators, the principal feature of which was the display by real living models, appropriately and tastily gowned and groomed, in apparel in keeping with the style of shoe or leather displayed, and the style of dress conforming to that of the season when such style is popular, whether the demonstration was to exhibit a street boot, a Colonial slipper or pump, or a sport shoe.

A long "runway" extending from the platform three quarters of the way down the centre of the hall toward the rear was brilliantly lighted and the models as they appeared toward the front were brought before the spotlight and their pretty costumes more advantageously displayed. The "runway" was elevated about five feet so that the feet of the pretty models were clearly in evidence from any part of the hall.

Preceding the appearance of each model, who came on the stage two at a time, the name of the maker of the shoe, leather or fabric to be represented, as well as photographic reproduction of two or three of the leading styles, were thrown upon a large screen immediately over the stage settings, so that the visitors were notified in advance exactly what they were about to see.

Many of the styles exhibited in high cuts were noticeably an inch higher than their predecessors, owing to the new models of closer adhering skirts, although the 8 in. standard was more generally adopted. Colonials with high heels, decorated with bright and dull steel buckles, oxford ties, boy scout shoes, sport shoes, Red Cross comforts were all displayed on the "runway." Welts, turns, McKays and stitchdowns took their turn, according to the manufacturer exhibited. That blacks are not to be in vogue is conspicuous by their absence. Patent leather shoes in blacks showed by their occasional appearance that they were to be more and more popular. A few shades of greys, pearl gray being the leading shade shown; browns in a few darker shades, and cordovans of mahogany color predominated, reflecting war time restrictions. A sand colored effect was one of the newer shades shown. Shoe toppings seemed to be in as much evidence as leather topped shoes, showing that the public like the cloth tops. Ornamentation on colonials, pumps and slippers were centered on the metal adornment. The appearance of a few exhibits of buttons shoes lent evidence to the talk that the button shoe is coming back. There were several exhibits of white fabrics and shoes reflecting the continued popularity of the cool summer footwear. Fibre and rubber soled styles also do not seem to have abated at all.

Monday was Massachusetts Day, and the opening address was made by Senator-elect David I. Walsh. Mr. Walsh emphasized the need at this time of the co-operative and allied efforts of all the shoe manufacturers and said that never has there been a time when their combined energies were so needed. Unity of purpose and ideals of service should be the watchword of all, to maintain the stability of business.

Tuesday, New England Day, was largely attended with the same features as the preceding day as far as the display of shoes went. In the afternoon, an educational picture film showed the process of shoe and leather manufacturing. This movie exhibition illustrated the making of the Queen Quality, Sweet Sally Lunn shoes, Catspaw Rubber heels, and also products of the United States and Hood Rubber Companies. Great interest was shown by those present in these film displays.

Leather Day, Wednesday, was the big day of the Show, as this is always visiting buyers' day in the Boston shoe and leather markets. Large crowds filled the halls day and night. In the evening Mr. Fred Vogel, president of the Tanners' Council, and a leading spirit



in all leather matters, addressed the gathering, which numbered close to 3,000, explaining that the Tanners' Council of the United States was formed as a war emergency organization and was responsible for the creation of the National Association of Tanners, the Morocco Manufacturers' Association, and the Patent Leather and Enamel Leather Manufacturers' Association. Later the three associations were absorbed by the council. An interesting feature of his address was the details of an industrial bureau recently established. Mr. Vogel said:

"We are going to put at the head of this bureau, one of the ablest men in the country, who has made a study of the psychology of labor, and who knows about that class we employ better than any other man. We have established this bureau, not with the idea of combating labor, nor with the idea of doing any uplift or charity work. This bureau is established to conscientiously study labor from all its angles with the spirit of fair-mindedness that will prevent, and must prevent, all industrial disputes and bickerings."

This address was very enthusiastically applauded.

During the evening, living models appeared on the "runway" or "Victory Court," as it was termed, showing the latest styles.

Thursday was National Day, and the closing day of what was generally conceded to be the best style show ever held in America. This day brought together buyers of shoes and leather from all parts of the country and including guests from Canada and England. Many leading style experts from all fashionable shoe centres were among the distinguished critics also.

Among the companies exhibiting, in both shoes and leather, and who are generally well known to the Canadian trade, are the following: The Daniel Green Felt Shoe Company, the Preston B. Keith Company, Thomas Lake & Whiton, Inc., T. A. Kelley Company, (Kelley Kid), New Castle Leather Company, S. L. Agoos Tanning Company, H. S. & M. W. Snyder, (showing shoes from their colored kid leathers), J. Spaulding & Son, Beckwith Box Toe Company, Farnsworth-Hoyt Company, Avon Sole Company, Pfister & Vogel Leather Co., Standard Kid Manufacturing Co.

### *Can I Be of Any Help?*

One of the largest retail merchants in Toronto was recently in Chicago and, while there, visited the store of Marshall Field & Company in quest of a book for his five-year-old boy. While wandering around the book department a saleslady approached him and asked: "Can I be of any help to you?" "Yes," he answered, "I'm looking for a book for my boy." "What age is he?" asked the saleslady, and on finding it was five years, replied: "Why yes, I have just the thing here for a five-year-old boy." And she produced the book and explained just why it was suitable for a boy of that age. It was a very pleasant transaction and this merchant came back to Toronto with that thought in his mind: "Can I be of any help to you?" He thought it would be an excellent substitute in his store for the dozen and one other expressions now used by his clerks.

## *Dominion Association of Shoe Manufacturers Formed*

(Concluded from page 40)

shoe manufacturers "Bill" Matthews is certainly a winner. The programme was quite to the liking of the diners, being made up of turns from the theatres and variety houses.

Mr. W. F. Martin was quite prominent in looking after the delegates. He was here, there and everywhere. Certainly no convention was better organized, and the committee that had the matter in hand are to be congratulated upon the smoothness with which the



Mr. J. A. Duchaine, of Duchaine & Perkins, Quebec. Elected to the Executive, Shoe Manufacturers' Association of Canada.

whole affair was conducted. In that connection, Mr. W. P. Hughes, the secretary of the Montreal Association, must not be forgotten.

The address by Mr. Art Harries, president of the Canadian Paper Box Makers' Association, on standardizing of cartons, was particularly welcome. The appointment of a committee to consider the subject points to something being done at last in the direction advocated by Mr. Harries. A uniform carton will be a boon to manufacturers and retailers alike.

Mr. Geo. A. Slater and Mr. A. Brandon were happy men, and they beamed with satisfaction at the knowledge that their work of promoting a national association had borne fruit.

Mr. Tanguay was very much to the fore and had a number of ideas when the question of the Constitution was discussed.

Mr. J. E. Samson, of Quebec, was also heard from, discussing two or three points in the proposed Constitution. His points were well taken.

The next Convention will be held in Quebec City and a big time is already promised.



Mr. Walter Burnill, Vice-president



Mr. J. W. Hendry, President



Mr. S. Burnett, Financial Secretary



Mr. T. McGuffin, Recording Secretary

*Officers  
of the  
Toronto  
Shoe Repairers'  
Association  
for  
1919*



Mr. A. Butterworth, Treasurer



Three of Kingston's representative shoe repairing shops. On the left, Mr. Robert Paynter, Princess Street, one of the best known local shoemakers; in the middle, Mr. John E. Johnson, particularly well known to military men as a maker of high class bespoke shoes, all work being done on the premises; the right-hand picture shows Mr. James McGall, who is a very popular member of the trade. All of these shops use Goodyear outfits.

## Death of Mr. R. E. Dildine

**W**IDE spread regret has been expressed at the unexpected death of Mr. R. E. Dildine, General Manager of Ames-Holden-McCready, on December 23rd. Mr. Dildine died in the Royal Victoria Hospital, Montreal, following an operation for appendicitis. He was one of the younger members of the shoe manufacturers, and was rightly regarded as one of the most promising men in the industry.

He went to Montreal as advertising manager for Ames-Holden-McCready, and was later appointed sales manager. On the retirement of Mr. Feltes, he was appointed general manager. Prior to going to Montreal he was with Endicott, Johnston & Co. of Endicott, N.Y. He had also been editor of the shoe section of the "Dry Goods Economist," and had done editorial work for "Printers' Ink."

Mr. Dildine had made a considerable study of selling methods; had written on this subject, and had some pronounced ideas on selling campaigns, how to reach the consuming public and also how to cultivate the retail trade. He read a paper recently before the Montreal Retailers' Association on "Curtailing Stock"; contributed to our October issue an article of the "Retailer as Seen by the Manufacturer"; and was to have read a paper on "Trade Conditions from the Selling Standpoint" at the convention of the Shoe Manufacturers of Canada.

Mr. Dildine took a great interest in the new association and, besides being a member of the convention organization committee, was elected on the executive committee.

The funeral service was held on Christmas Day at the Royal Victoria Hospital chapel and was attended by a very large number of representatives of shoe and allied firms and also by many of the staff of Ames-Holden-McCready.

The body was then conveyed to Binghampton, N. Y., where the burial took place on the following day.

## The "Little Concern" Progresses

**A** STRIKING feature in boot and shoe manufacturing history is the progress made by that shoe factory in St. Hyacinthe, Que., that many have been wont to call "The Little Concern." It was started in the spring of 1913 with an authorized capital of \$10,000 and only \$1,000 paid up. Custom repair work was handled and a shine parlor was conducted in addition to making a few lines of soft sole baby shoes. Thus originated the charter name of the St. Hyacinthe Soft Sole Shoe Company, Limited.

Later on the company started making sandals and stitchdown shoes until, in 1915, realizing that much more could be done in that line, they entered new and larger premises, introducing boys', youths', and little gents' box kip standard screwed lines. A line for men was subsequently added.

At the present time the company is building a new boot and shoe factory, 75 by 45 feet, two storeys and basement, which will be in operation in the early spring and in which will be manufactured exclusively men's, boys', youths', little gents' and children's McKay and Standard screwed shoes. We understand the "Little Concern" will apply for supplementary let-

ters patent increasing its capital stock to \$99,000 and also to change their name to one more befitting the nature of their output.



Mr. L. O. Breithaupt, of the Breithaupt Leather Co., Kitchener, was one of four new members elected to the City Council for 1919.

## Shoe Ornaments Coming Back

**A**FTER the long period of patriotic sacrifice it is fairly certain that shoe ornaments and millinery styles will be more than ever in evidence. Pretty decorations on shoes and slippers will be insisted on by the feminine trade. Owing to the fact that large quantities of footwear will be made and delivered according to wartime samples there will quite likely be a good demand in retail stores for shoe ornaments of the type that can be attached by the wearer and this should, during the next year, furnish a very considerable volume of business for shoe merchants in all parts of the country. A large United States manufacturer has informed us that there is already a big demand from jobbing houses for ornaments of metal, leather and silk, and that reports from all parts of the country indicate that the revival of this necessary trade will result in a large amount of extra business for retailers.

## The Chiropody Record

**T**HE Illinois College of Chiropody, Chicago, Ill., commenced last year the publication of a little magazine called "The Chiropody Record"—a periodical record of progress in the profession of chiropody. While much that is instructive and helpful will be contained in all numbers, it is also the intention to print a quantity of news and gossip of members of the profession. In a word, the complete selection of matter is calculated to instruct and serve those who have cast their lot in the profession. Sample copies may be secured by addressing the Illinois College of Chiropody, 1321 North Clark Street, Chicago.

### Taking Larger Premises

The Vancouver business of Ames-Holden-McCready has increased to such an extent during the past year, due principally to the well-assorted and up-to-the-minute stock they carry, that it is necessary to move into larger premises. They are, accordingly moving to 125 Pender Street West, adjoining the "Sun" newspaper office.

### Promotion for Mr. Craigie

Mr. Chester F. Craigie has been appointed General Sales Manager for Ames, Holden, McCready, Ltd., Montreal, in succession to the late Mr. R. E. Dildine, who was also, however, general manager. Mr. Craigie was formerly assistant sales and advertising manager.

### New Catalogue of Chiropody Supplies

The Scholl Mfg. Co. cannot be accused of doing things by halves. This is exemplified in the new complete Chiropody catalog which they have just issued and a copy of which has just reached us. The modern

orthopedist or chiropodist will have no difficulty in selecting a complete line of office outfits, equipment, instruments, specialties, etc. As Dr. Scholl has an international reputation as a foot authority, his ideas as incorporated in this catalog, are of considerable value to those in the market for such merchandise.

### Will Exhibit at Lyons Fair

The Canadian Consolidated Rubber Co., Montreal, Lagace & Lepinay, Quebec, and Beardmore & Co., Toronto, and Daoust, Lalonde & Co., Montreal, will be among the Canadian firms exhibiting at the International Fair at Lyons, France, in March next.

### Best Wishes for Mr. Chamberlain

Mr. Wm. Chamberlain has severed his connection with the firm of Getty & Scott, Limited, and the firm of Scott-Chamberlain, Limited, Galt, Ont. His health for a considerable length of time has not been good and it is his present intention to spend the winter in California. We sincerely trust Mr. Chamberlain will return with fully recovered health and strength.

# FOOTWEAR FINDINGS

## Happenings in the Shoe and Leather Trade

W. A. Smith, shoe retailer, 24 West King street, Hamilton, Ont., sent an attractive little Christmas card to his many friends and business acquaintances.

The Dunlop Tire and Rubber Goods Company distributed to their customers and friends a very attractive and sincere Christmas greeting card.

Lester Levy, formerly with the Royal Air Force, has been granted his discharge and has resumed as manager of the Canadian Shoe Findings Novelty Company, 2 Trinity Square, Toronto.

Griffith B. Clarke, president of A. R. Clarke & Company, patent leather manufacturers, Toronto, has been in New York, Philadelphia, and other points on business, spending the Christmas holiday in Atlantic City.

The Sicilia Shoe Store Limited, Montreal, has been incorporated with a capital stock of ten thousand dollars to take over as a going concern the business heretofore carried on by the Sicilia Shoe Store. Reg'd, 1053 St. James St., Montreal.

Alfred Lambert, of Alfred Lambert, Inc., Montreal, was one of the arbitrators appointed to adjust on the claims for increased pay by the employees of the Montreal police, fire, waterworks, and incineration departments.

The assets of the Lillian Shoe Co. Limited, Montreal, are announced to be sold by auction under the Winding up Act.

Retail merchants of Chatham have organized an Association in that city with the following officers: President, W. Foreman; First Vice-President, E. Walness; Second Vice-President, G. W. Cowan; Secretary, F. W. Brigden; Treasurer, James Gray. Representatives from each line of business in the city constitute the executive committee.

Mr. J. M. Stobo, of Quebec, was a recent visitor to Montreal.

The Kaufman Rubber Company, Ltd., Kitchener, have issued a handsome calendar for the year 1919. It is a reprint of a painting by Phillip R. Goodwin, entitled "A Timely

Catch" and shows two hunters in a canoe just making a good catch, while another on the shore is kindling a fire preparatory to cooking supper.

The Rochester Style Shoe is being held January 9th to 15th inclusive.

H. N. Lincoln, of the International Supply Company, Kitchener, recently visited Boston, accompanied by H. L. Taylor, Montreal representative of the same firm.

The Champion Shoe Machinery Company of St. Louis, Mo., have been working night and day on government work.

James O'Flynn, boot and shoe dealer, Wallaceburg, Ont., recently suffered loss by an explosion which occurred close to his store.

It has been decided to reorganize the Quebec Shoe Manufacturers' Association, Mr. H. Gale having been re-elected president and J. S. Langlois secretary. The reorganization of the association was decided on at a supper given by Mr. H. Gale, the supper being followed by an entertainment. The function was largely attended, and several speeches were made enthusiastically endorsing the reorganization and its affiliation to the Shoe Manufacturers Association of Canada.

Many friends will regret the death of Gilbert Campbell, manager of the Shoe Findings, Glove and Mitten Department of the Great West Saddlery Company, Edmonton, on December 27.

With a view to taking care of the increasing business and to separate the manufacturing from the sales and distribution, the Dominion Rubber System, Limited, have incorporated a number of companies in the provinces, the head office and control will still be in Montreal. The following is a list of the various new companies, their capitalization and the head offices in the provinces. Dominion Rubber System (Quebec) Limited, Montreal, \$1,500,000; Dominion Rubber System (Ontario) Limited, Toronto, \$1,000,000; Dominion Rubber System (Manitoba) Limited,

Winnipeg, \$500,000; Dominion Rubber System (Saskatchewan) Limited, Regina, \$500,000; Dominion Rubber System (Alberta) Limited, Calgary, \$500,000; Dominion Rubber System (Pacific) Limited, Vancouver, \$250,000; Dominion Rubber System, Maritime, St. John, \$500,000.

Just as we go to press we learn, with regret, of the death of Mrs. Irwin, wife of Ed. Irwin, the well-known West Toronto shoe retailer.

Captain Aubrey Davis, son of Hon. E. J. Davis, of Newmarket, Ont., has returned from overseas. He is a veteran of the 220th Battalion, which he was active in organizing, but when sent to France was transferred to the 35th. He is vice-president of the Davis Leather Company.

Harry Thompson, of the Thompson Shoe Company, Montreal, has been at the Queen's Hotel, Toronto, for the past few days.

Mr. Geo. Boulter, of Toronto, has been on a business trip to Montreal.

Walter Burnill and Geo. Chambers were among the Toronto shoemen attending the Boston style show.

W. F. Collins is now a partner in the business of T. A. Wilson, shoe retailer, 579 Bloor West, Toronto.

H. Smith, of the Fit-Eze Shoe Store, Granville Street, Vancouver, has sold out to Mr. Murphy of the same city and has gone to California.

T. W. Hart, formerly representative in Western Canada for the Nugget Shoe Polish Company, has been awarded the D.C.M. for gallant service in France. He enlisted in 1915 and his home is in Toronto.

The shoe business formerly conducted by A. Rodway, 1279 Gerrard East, Toronto, has been purchased by Thos. L. Marshall.

J. W. Muir, late chief auditor of taxation for the Dominion Government, is now with the Blachford Davies Company, Toronto, having assumed the duties of the late Mr. Emery.

H. E. Thomas, shoe retailer, Toronto, is moving to new premises just a few doors west of his old stand at 468 College Street.

Mr. Mulligan, formerly with the Arrowsmith Company in the United States, is now with the Canadian Arrowsmith Company and resides in Toronto.

A. Hockham, formerly manager of the shoe store of Thos. Creswell, St. Thomas, Ont., has opened for himself at 437 Talbot Street in the same city.


Mr. W. A. Puncher, of the Breithaupt Leather Company, Kitchener, recently returned from a four weeks' business

trip to Montreal, Quebec and the Maritime Provinces. He reports a very good trip and also that the trade is in a very optimistic mood regarding the future outlook in the shoe business.

The shoe business of H. C. Wilson, 241 King St. East, Toronto has been purchased by N. Adel.

Mr. C. Duclos, of Duclos & Payan, Montreal, visited the trade in Western Ontario, recently, accompanied by their representative, Mr. Ed. Lewis, 45 Front Street East, Toronto.

Experienced shoe traveller with large connection, Fort William to Vancouver, desires good line for all or part territory. Box 835, Footwear in Canada, Toronto, Ontario. 1



## From War to Peace

Have you solved the problem of steadying your business during the transition of war to peace? You doubtless have stock that you paid wartime prices for and are anxious to dispose of it without loss.

Our special services will prove of invaluable assistance to you. We, as experts, can pilot your business past the shoals of changing conditions, and help you sell your stock to advantage and profit.

Write us to-day.

### Beadle Sales Service Co.

59 Yonge Street  
TORONTO

THE NEW  
UNIQUE TRADE  
MARK OF THE  
COBOURG FELT  
CO., COBOURG,  
ONT. THE "K"  
IN KIMMEL HAS  
FOR MANY  
YEARS BEEN  
SYNONYMOUS  
WITH QUALITY  
IN THE FELT  
SHOE BUSINESS

# ALPHABETICAL LIST OF ADVERTISERS

Aird & Son . . . . . 15	Fortuna Machine Company . . . . . 54	Narrow Fabric Company . . . . . 68
Ames-Holden-McCready . . . . . 13	Franklin Machine Co. . . . . 67	National Cash Register Company.. 50
Armstrong, W. D. . . . . 68	Friedman, S. J. . . . . 66	New Castle Leather Company . . . . 54
	F. & B. Shoe Company . . . . . 7	
Beadle Sales Service . . . . . 47	Gagnon, Lachapelle & Hebert . . . . 54	Panther Rubber Company . . . . . Cover
Beckwith Box Toe Company . . . . . 12	Globe Shoe Company . . . . . 68	Perfection Counter Co. . . . . 69
Bennett Limited . . . . . 5	Goodyear Tire & Rubber Co. . . . . 65	Perkins & McNeely . . . . . 66
Boston Blacking Company . . . . . 16		Pullan, E. . . . . 66
Borne, Lucien . . . . . 57		
Boot and Shoe Union . . . . . 60	Hinde & Dauch Paper Company . . . 55	Regal Shoe Company . . . . . 1
Breithaupt Leather Company . . . . . 63	Home Shoe Company . . . . . 69	Robinson, James . . . . . 8-9
Brodie & Harvie . . . . . 69		
Canadian Consolidated Rubber Co. 3-20	Independent Rubber Company . . . . 58	
Canadian Wood Products . . . . . 59	International Supply Co. . . . . 17	Samson Enr., J. E. . . . . 57
Champion Shoe Machinery Company 61		Sisman Shoe Company . . . . . 53
Clapp & Son, Edwin . . . . . 16	Kelly, Thomas A. . . . . 56	S. M. Supplies Co. . . . . 63
Clark Bros. . . . .	Kenworthy Bros. . . . . 71	Snyder, M. S. & M. W. . . . . 52
Clarke & Company, A. R. . . . . 72		Spaulding & Sons, J. . . . . 19
Cleland, Regd., James . . . . . 66	Landis Machine Company . . . . . 56	Standard Kid Mfg. Company . . . . . 49
Cobourg Felt Company . . . . . 47	Lamontagne Racine & Co. . . . . 56	St. Hyacinthe Soft Sole Company . . 68
Cote, J. A. & M. . . . . 53	La Duchesse Shoe Company . . . . . 69	
	Lagace & Lepinay . . . . . 66	Tetrault Shoe Company . . . . . 14
 		Textile Mfg. Company . . . . . 52
Daoust-Lalonde & Company . . . . . 11	Marsh Company, Wm. A. . . . . 18	Thomas, Lake & Whiton . . . . . 51
Duchaine & Perkins . . . . . 67	McLaren & Dallas . . . . . 6	Thompson Shoe Company . . . . . 12
Duclos & Payan . . . . . 62	Mears, Fred W. . . . . 68	Toronto Heel Company . . . . . 55
	Miner Rubber Company . . . . . 10	
Eastern Shoe Mfg. Company . . . . . 55	Miner Shoe Company . . . . . 4	United Shoe Machinery Co., Ltd. 64-70
Edwards & Edwards . . . . . 52	Mooney Company, A. G. . . . . 62	United States Hotel, Boston . . . . 57
Evans' Son Company, L. B. . . . . 55		

## Subscribers' Information Form

Many letters reach us from subscribers enquiring where certain goods can be obtained. We can usually supply the information. We want to be of service to our subscribers in this way, and we desire to encourage requests for such information. Make use of this form for the purpose.

Date.....19

“FOOTWEAR IN CANADA,”  
347 Adelaide Street West, Toronto.

Please tell us where we can secure (give description as fully as possible) .....

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Name .....

Address .....



# STANDARD KID

WHEN you see one bundle of a grade, you see all of that grade, now and always.

It takes maximum skill and infinite care, but it insures you the fullest possible realization of weight and grade uniformity.

The ever-widening market for Standard Kid bears convincing testimony to an achievement in standardization.

Always reasonably priced  
Inquiries Solicited

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MANUFACTURERS OF BLACK AND COLORED  
GLAZED KID AND PATENT KID

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**STANDARD KID**  
TRUE TO ITS NAME  
IT'S STANDARDIZED



## Every merchant needs the Protection a complete N.C.R. System will give him

Peace is bringing increased competition in your business.

You must meet that competition. You cannot afford to run the risk of losing a single cent of profit.

A modern National Cash Register and an N.C.R. Credit File will enable you to get all your profits on every transaction in your store.

Because—

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2. They will prevent the mistakes and disputes which cause loss of trade.

3. They will enable you to give customers the quick, satisfactory service which wins new trade.

4. They will give you the accurate records which you need to control your business.

5. They will protect your money, your clerks, your customers and yourself.

The National Cash Register Company, Limited, of Canada, Toronto, Ont.

Offices in all the Principal cities of the world



# SHOE FABRICS

We can offer for *Spot Delivery* a large supply of all the popular colors in *Worsted* and *Cotton Cork-screw Cloths*.

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For **WHITE SHOES**, our **POLAR-KLOTH** is without a superior—For **STRENGTH, FINISH, FINE FACE**, and **EVEN WEAVE**, we invite comparison with any cloth you can buy.

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**TITE-SEAM COTTON THREAD** for Making Room—We guarantee this thread made from Sea Island Cotton and for sole sewing work, you will get satisfaction in the *work* and the *wear*.

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**COTTON GOODS**—We convert linings of every description—*Twills, Drills, Duck, Flannels, Sheetings, etc.*

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103 Bedford Street (Cor. Lincoln) BOSTON, Mass., U.S.A.

# SHOE LACES

MADE IN  
CANADA

*Supply  
Shoe Manufacturers and Wholesale Trade  
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**Textile Manufacturing Co., Ltd.**  
439 Wellington Street West  
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### SHEEPSKINS

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Shoes, Gloves, Saddlery  
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Bags and Suit Cases  
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65 SOUTH ST., BOSTON.

## HORSE FRONTS—HORSE BUTTS

MADE IN  
MAHOGANY, PEARL AND  
OYSTER GREY, MEDIUM  
AND LIGHT TAN

MADE IN  
BLACK, TAN AND  
MAHOGANY, INCLUDING  
BOX AND SPECIAL FIGURES

INDIA GOAT and CHROME KID  
HAVANA BROWN and OYSTER GRAY  
ALL POPULAR COLORS and SHADES

OOZE SPLITS  
For Gussets

DOPED SPLITS  
Better known as YORKO  
in Black & Colors

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KITCHENER, ONT.

MONTREAL, QUE.

1919

**To Jobbers**

By selecting a line that meets the requirements of the great majority of the public, you are handling merchandise that is most profitable to yourself by reason of a broader market.

**“The Best Everyday Shoes”**

and

**The Aurora Lines**

are well established lines, and have made good with the public and the retailers. Their quality, service and reasonable price are factors of their success as necessary everyday shoes.

**The  
T. Sisman  
Shoe Co.  
Limited  
Aurora, Ont.**

*A New Year and An Old Friend* **1919**



*A Product  
of Quality*

**YAMASKA**

This all-leather shoe—for men down to the little chap—enters the new year with added laurels to its reputation as a seasoned seller.

**YAMASKA** comes to the retailer maintaining all the merit of manufacture and material that has won for it such a large share of business during 1918.

Given a place in your stock this year **YAMASKA** will prove your best link between you and your custom.

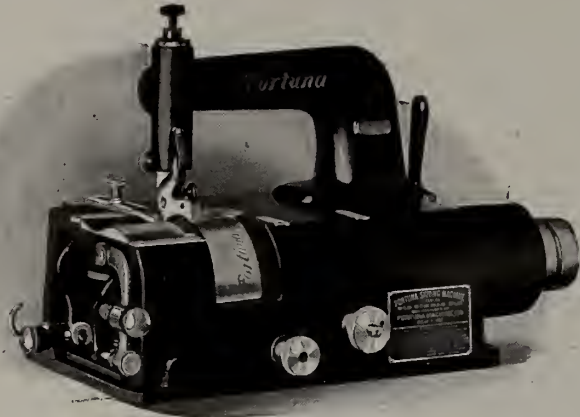
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La Compagnie

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St. Hyacinthe, Quebec

## *Fortuna* Skiving Machine



For Manufacturers who Skive Leather, Felt,  
Cork, Rubber or Paper

Used extensively by Manufacturers of  
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE  
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

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## Jobbers Should Note! New Castle

Quality



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Supplies either glazed or natural  
surface, black or colored, this  
famous product is always reliable  
and uniform in quality.

Quantities shipped promptly.  
Samples supplied.

WRITE DIRECT

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# We Sell to the Jobber

and we make it our business to supply him with  
a product in which are embodied the principles  
of better business making.

Women's Leather Shoes, Misses', Children's  
and Infants' footwear of Standard quality in all  
the popular styles, await your approval. We  
solicit your inspection.

**Gagnon, Lachapelle & Hebert**

*Shoe Manufacturers*

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**100 Years of Good Shoemaking**



No. 315  
MEN'S PATENT PUMP, TURN

**MENS, BOYS, and YOUTHS  
TURN PUMPS and OXFORDS**

—Now in Stock—

**PATENT AND DULL CALF**

Men's B-D, Sizes 6/11	...	\$3.25
Boys' C-E, Sizes 2½/3	...	2.85
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**BOSTON OFFICE—110 Summer St.**

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**The New  
"EASTERN"  
Shoe Lines**

offer big possibilities to Jobbers desirous of handling a first-class product at popular prices.

We will be pleased to show you a very complete assortment of shoes for Misses, Children and Infants for Spring and Summer, upon receipt of a post card from you.

*See us when in Montreal*

Write us now.

**The Eastern Shoe  
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**We Can Save Money for You on Your  
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**H & D Solid Fibre Board Boxes**

- 1.—They protect your shipment against loss from dampness and water.
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- 3.—They cannot be opened without breaking the seal.
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Our booklet "How to Pack It" explains all—write for it.

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**SCRAP LEATHER  
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Soft or Upper Leather Cuttings  
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New Felt Clippings -- Wool Waste

Best market prices F.O.B. your town.

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Manufacturers of

All styles of Heels in Leather

and Composition

We are also Makers of the  
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Write for Samples and Prices. These will interest you

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## COUNTERS BOX TOES and INNER SOLES

Our union and all leather inner soles are what you need in your shoes as they are cheap and of a good quality. Ask for samples.

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115 ARAGO ST.  
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*LEADS THEM ALL  
in Uniformity,  
Fine Texture, Wearing Qualities and Finish*



In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

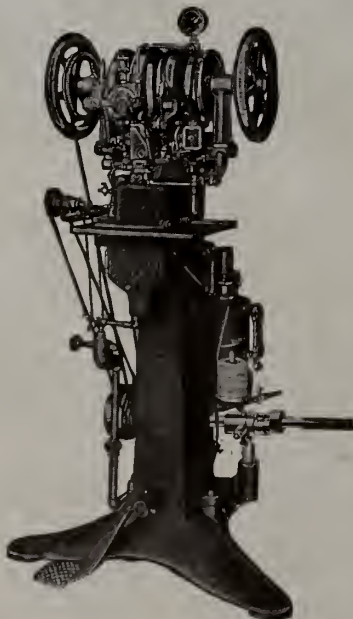
Sold in All Foreign Countries

**Thomas A. Kelley & Co.**  
Tannery and Main Office, LYNN, MASS.

Selling Agents:

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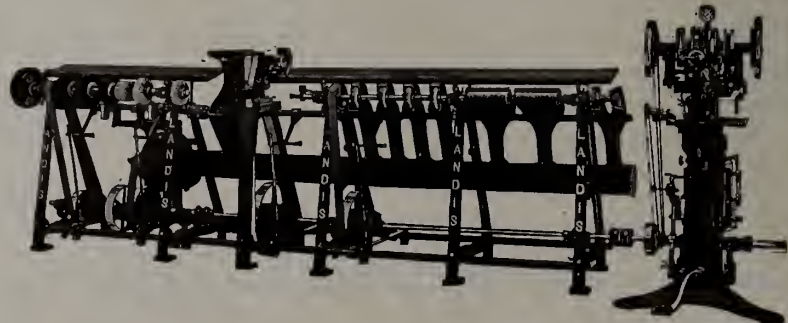


Landis No. 12 Shoe Stitcher.  
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to  
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**Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.**

**The United States Hotel,** Beach, Kingston  
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Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.  
Good, comfortable rooms, unexcelled cuisine, and reasonable rates.  
American and European plans. Send for circulars.

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Made for wear. Something reliable in a strong working boot for men. We can supply you with either screw or pegged in this sure selling line of well-made footwear.

**JOBBERS**

*Write us for particulars.*

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**SAMSON**  
**ENR.**

QUEBEC



**Middle and Western Canada  
Demands the Best  
in Footwear**

To successfully introduce your lines and maintain a satisfactory business you must interest the General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.



Over 33 years in its field

**“CANADA'S GREATEST TRADE PAPER.”**

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

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**SURFACE KID** IN BLACK and COLORS

Beautifully pliable and with a glove-like grain—Surface Kid is particularly suitable for dressy shoes. It rivals the beauty of Real Kid and is very much cheaper.

Made in black and colors and sold at attractive prices. Send to-day for samples.

**BUTTS IN GUN METAL, DULL, GLAZED  
CABRETTAS, GLAZED KID, SHEEPSKINS**

Head Office  
491 St. Valier St., Quebec

**LUCIEN BORNE**

Montreal Office—225 Lemoine St.





# The Rush for Rubbers is now on !

"Royal"  
 "Kant Krack"  
 "Dainty Mode"  
 "Dreadnaught"  
 "Veribest"

*Any of these dealers will supply you*

Amherst Boot & Shoe Co., Ltd.,  
 Amherst Boot & Shoe Co., Ltd.,  
 E. A. Dagg & Company,  
 A. W. Ault & Company, Limited,  
 White Shoe Company,  
 McLaren & Dallas,  
 The London Shoe Company, Limited,  
 Kilgour, Rimer Company, Limited,  
 The J. Leckie Company, Limited,  
 James Robinson,  
 Brown Rochette, Limited,  
 T. Long & Brother,  
 Dowers, Limited,

Amherst, N.S.  
 Halifax, N.S.  
 Calgary, Alta.  
 Ottawa, Ont.  
 Toronto, Ont.  
 Toronto, Ont.  
 London, Ont.  
 Winnipeg, Man.  
 Vancouver, B.C.  
 Montreal, Que.  
 Quebec, Que.  
 Collingwood, Ont.  
 Edmonton, Alta.



## The Independent Rubber Co., Limited

MERRITTON, ONTARIO

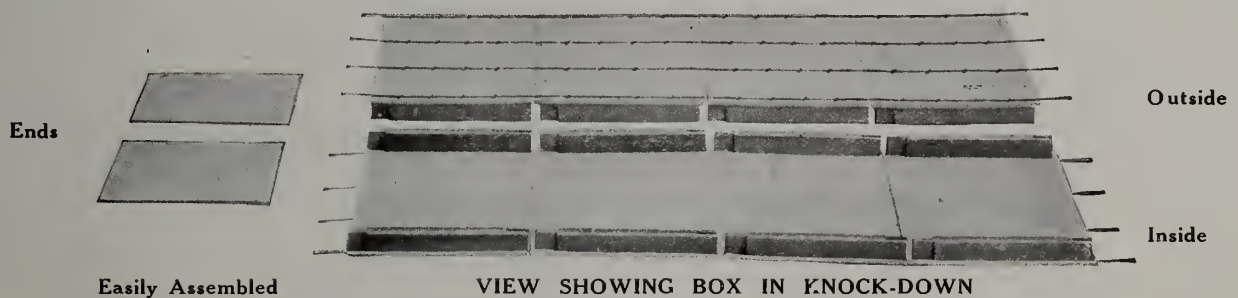


# Let us quote on your requirements in Packing Cases

WE ARE MANUFACTURERS OF THE

# 4 - One Wirebound Boxes

*Famous for Economy*

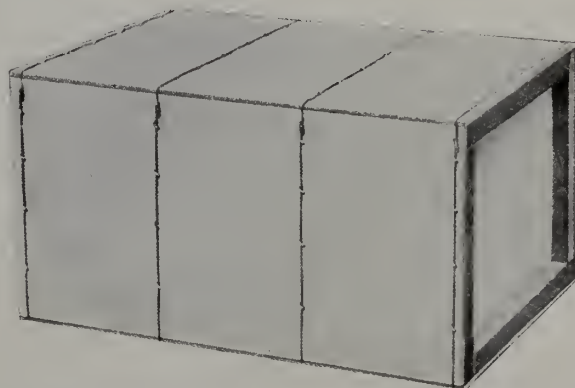


Easily Assembled

They are **Light**—means a saving in freight.

They are **Strong**—means goods arriving in good condition, thereby eliminating claims.

They are **Secure**—means contents cannot be pilfered in transit.



VIEW SHOWING BOX READY FOR SHIPMENT

When requesting samples and prices give the following information consecutively: Size of Box (inside measurements) length, width, depth, weight of contents.

**CANADIAN WOOD PRODUCTS**  
LIMITED  
TORONTO



# INSIST ON THE UNION STAMP



**N**O excuse, subterfuge, or explanation should satisfy any retailer for the absence of the union stamp on his footwear.

Union Stamp shoes bearing the stamp of the Boot and Shoe Workers' Union are the one and only shoes guaranteed to be the product of Union workers.

Insist upon Union Stamp footwear that you may meet the trade of all the people all the time.

## Boot & Shoe Workers' Union

*Affiliated with the American Federation of Labor*

246 Summer Street

-:-

Boston, Mass.

JOHN F. TOBIN : : General President  
CHARLES L. BAINE : : Gen'l Sec'y-Treas.

# A Shoe Merchant

With a

# Champion Shoe Repair

## Department, said

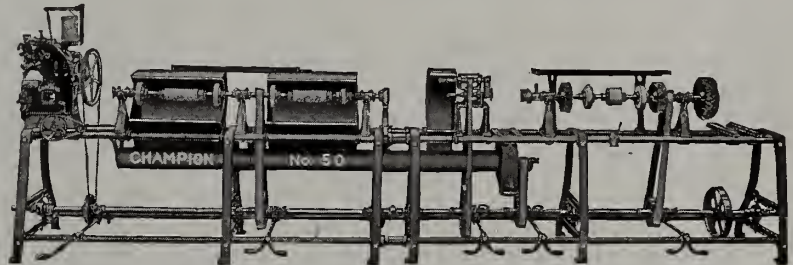


Every customer for a new pair is a prospect for the repair department.

By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion Machines are sold outright (no royalty) for cash or on monthly payments.**



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.



Universal Model Curved Needle and Awl Shoe Stitcher—heated by gas, gasoline, or electricity.

**Over 20,000 Champion Machines of various types in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

**CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.**

Please send me particulars about a shoe store repair department.

Name ..... Street .....

City ..... State .....

# Mooney's Thread Will Do It

Hundreds of pleased customers have found that Mooney's high grade cotton thread is giving entire satisfaction.

We should like to send you samples of this thread and let you see its merits for yourself.

For strength, lustre and easy working it is admirable. The price makes it economical. Send for a sample reel at once.

**Brushes**

**Thread**

**Cement**

## The A. G. Mooney Company

220 Lemoine Street - MONTREAL

# Buy D & P Counters You Run No Risk

Every counter turned out of the D. & P. Factory is guaranteed to give lasting satisfaction.



Our Canadian-made fibre board counters outlast leather. Made from selected fibre compressed by the special D. & P. process. Write for samples. We also solicit your orders for upper and sole leather, and shall be glad to quote on your requirements.

Ed. R. Lewis, 45 Front St East  
Toronto  
Ontario Selling Agent

## DUCLOS & PAYAN

Richard Freres, Quebec  
Selling Agents for  
Quebec City

Tannery and Factory: ST. HYACINTHE, P.Q.

Sales Offices and Warehouses: 224 Lemoine Street MONTREAL

# Excelsior Brand Needles

for

## Wheeler and Wilson

—and—

## Singer Machines

---

### Puritan National Wax Thread Machines

---

Its superiority has caused it to be the recognized standard the world over. Its sturdy reliability is due to the quality of material and workmanship that enters into the manufacture of every needle that bears the name "Excelsior Brand"

## THE S. M. SUPPLIES CO.

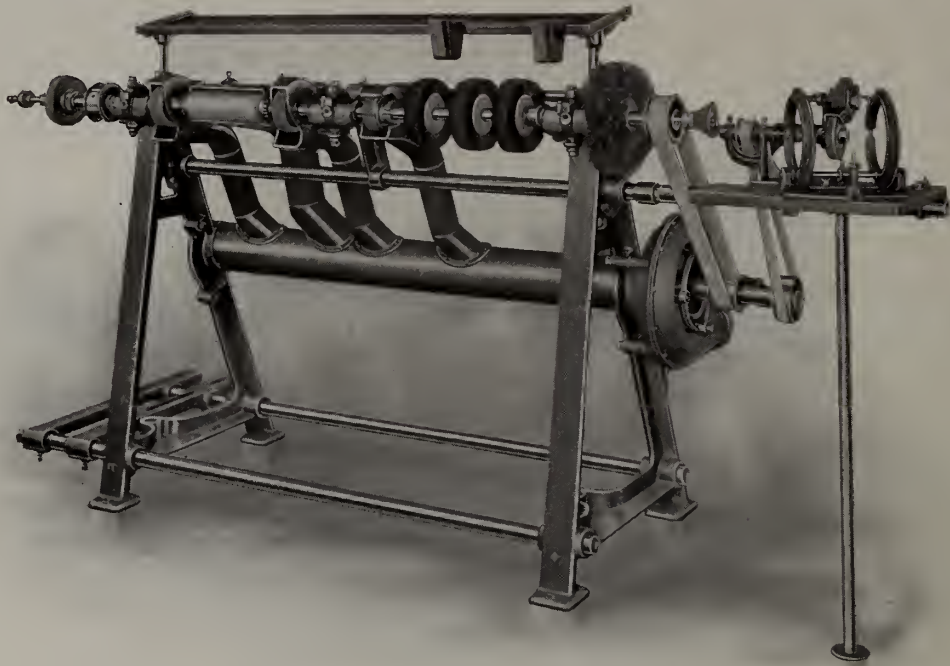
121 Beach St.

-

Boston, Mass., U. S. A.

# THE ANSWER

## USMC



8ft. Shoe Repairing Outfit Model N.

Showing Mod. B. Skate Sharpening Machine Attached

**To the Demand**  
**For**  
**A High Class Practical**  
**Shoe Repairing Outfit**  
*that could be installed in the shop of limited size*  
**Compact, efficient, convenience in a small space**

**United Shoe Machinery Company of Canada, Limited**  
 Montreal, Que.

**TORONTO**  
 90 Adelaide Street West,

**KITCHENER**  
 179 King Street West,

**QUEBEC**  
 28 Demers Street,

# Neolin Half Soles

**A**MONG men who make and sell shoes to-day, Neolin is admitted to be the hardest-wearing material ever used for making shoes.

They admit it, for millions of pairs of Neolin Soles have proved it true.

Now Neolin may be had for Half-Soles.

That means you can now make **new profit** selling Neolin's comfort, flexibility, waterproofness—and long wear—to folks who do not want to pay the price of a Neolin full-sole job.

You saw the advertising that put Neolin Soles across—day after day, week after week, big space in newspapers and magazines all over Canada.

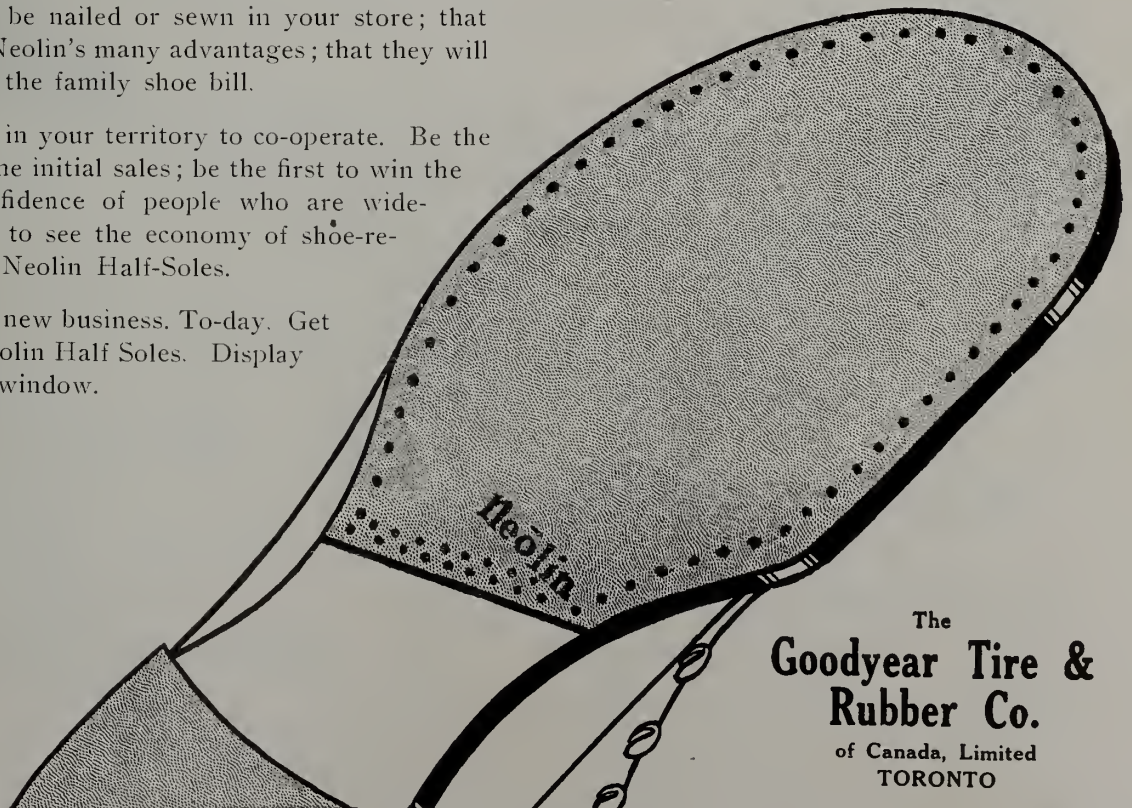
Neolin Half-Soles are now being advertised in a campaign just as powerful, just as dominating, just as convincing.

We're telling folks by the thousands that Neolin Half-Soles can be nailed or sewn in your store; that they bring all Neolin's many advantages; that they will help cut down the family shoe bill.

Be the first in your territory to co-operate. Be the first to make the initial sales; be the first to win the trade and confidence of people who are wide-awake enough to see the economy of shoe-repairing—with Neolin Half-Soles.

Go after this new business. To-day. Get a supply of Neolin Half Soles. Display them in your window.

—a new  
profit-maker  
*smashingly*  
advertised



The  
**Goodyear Tire &  
Rubber Co.**  
of Canada, Limited  
TORONTO



Makers of boots and fine shoes for all deformities and lame feet.

Endorsed by medical officers of Militia.

Satisfaction guaranteed.

Information cheerfully sent on request.

S. J. Friedman  
Vancouver's  
Leading Surgical  
Bootmaker

**West End Boot Hospital**  
320 Granville St. Vancouver, B.C.



*Pan American*  
**KID**

Seal Brown and Black

**Perkins & McNeely**  
Philadelphia

Canadian Representative—  
**Ed. R. LEWIS**  
45 Front St. E., TORONTO

# Jobbers

Our Lines Are

# Good Examples

Of up-to-date Footwear. They are giving entire satisfaction in style, fit and wear, pleasing the customer and therefore appeal to the retailer on account of steadily increasing sales. An asset to the business of any jobber who handles them.

Carry our lines and be sure of having stock that will move quickly and give a generous margin of profit.



No. 46



No. 50

**LAGACÉ & LEPINAY**

22 ST. ANSELME ST.  
QUEBEC

Call on us  
or  
Drop a line

*Largest Manufacturers in Canada*

—of—

**STEEL DIES**

for

**Shoe and Rubber Manufacturers**

*Prompt  
Service*

*Guaranteed  
Work*

**JAS. CLELAND, REGD.**

16 St. George St., Montreal

**E. PULLAN**

*Scrap Leather  
Cotton Clippings*

20 Maud St. - TORONTO





**ADVERTISERS**

Make your Advertising space give better results.

Use bright, snappy cuts. Our cuts cost little and accomplish much. Proof sheets and prices mailed free upon request.



**CANADIAN  
ADVERTISERS  
SERVICE**

511 Church St.  
Toronto, Canada

**The Best and Most Durable  
Shoe Laces Are Made**

**With Our**

**Power Shoe Lace  
Tipping Machines**

**Textile and Special Machinery  
Harris-Corliss Steam Engines**

*Send for Catalogue*

**The Franklin Machine Company**

Engineers Founders Machinists  
189 Charles Street, Providence, R.I.

*Better  
Shoes*

*mean*

*Better  
Sales*



**A Word to Jobbers**

**I**T is easy to tell you of the superiority of our McKays, but to prove it you must see them.

Duchaine & Perkins Shoes bespeak the thoroughness and care which goes with the making of absolutely reliable footwear.

Get in touch with us before buying and we will show you "Something Worth While."

**Duchaine & Perkins  
QUEBEC**

Montreal Sample Room  
E. T. Bank Bldg., St. James St.

**Nufashond**  
TRADE MARK REG.  
**Fabric Tip**

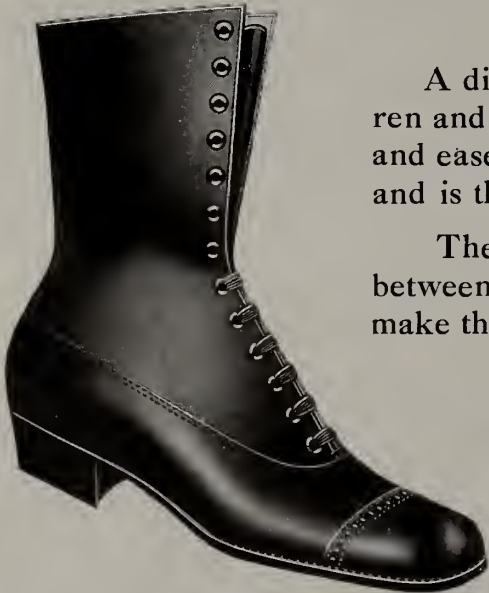
**Shoe Laces**  
The quality shoe laces for every requirement. At all jobbers. Always specify "Nufashond." Samples upon request.

THE NARROW FABRIC CO.,  
Reading, Pa.

NUFASHOND  
FABRIC TIP

**FRED W. MEARS HEEL CO.**  
DESIGNERS AND MAKERS OF  
**WOOD HEELS**  
TELEPHONE 1431  
HAVERHILL, MASSACHUSETTS

# Have You Heard About This? The Pillow Welt



A distinctive feature in our footwear for Misses, Girls, Children and Infants. It is designed with special regard to comfort and ease for growing feet. The Welt is sewn right into the shoe and is the Genuine Goodyear.

The soft cushion insole, and the waterproof cork filling between the inner and outer soles are two features that help to make these shoes the most popular on the market.

## GLOBE SHOE LIMITED

Factory TERREBONNE, QUE.

Selling Agents

L. H. PACKARD & CO., LIMITED  
MONTREAL, P.Q.

**ST. HYACINTHE SOFT SOLE SHOE COMPANY LIMITED**  
63 LA RAMBOISE ST. ST. HYACINTHE, QUE.

**Our Standard Screw Shoes**  
WILL STAND PLENTY OF HARD WEAR  
Made on foot-fitting lasts that will give comfort to the wearer and are durable.  
The Range Includes  
Men's, Boys', Youths', Little Gents' and Children's Box Kip  
Your Jobber will quote you prices, or write us direct

**St. Hyacinthe Soft Sole Shoe Co. Limite**  
St. Hyacinthe, Quebec

**SHOE-STAMP-SPECIALIST**  
W.D. ARMSTRONG  
ENGRAVER OF FINE STEEL STAMPS & DIES  
230 CRAIG ST. WEST MONTREAL. PHONE 675  
QUE. MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN & ADD AN ARTISTIC FINISH TO YOUR SHOES WHICH WILL INCREASE YOUR SALES.  
ORIGINAL DESIGNS SUBMITTED

# The Home Shoe

for better business  
this year

is represented in a variety of interesting lines for retail trade.

We should like you to be sure to see the samples we are showing. If our traveller does not call, write us at once.

### Retailer's Opportunity

In buying from us, the retailer is dealing direct with the manufacturer who understands his needs and supplies him accordingly.

**Home Shoe Company, Ltd.**  
327 Amherst Street, MONTREAL

# BRODIE'S Patent Paste

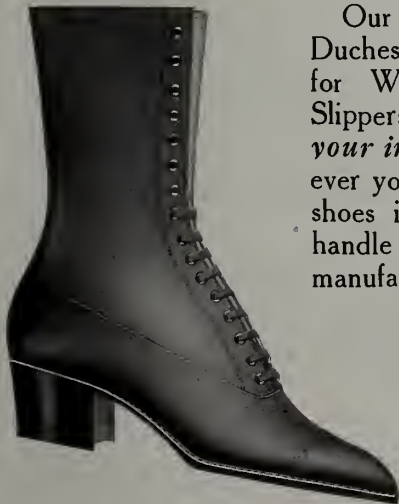
This famous product covers a wide range of usefulness being used with equal success and efficiency by manufacturers of the finest grade shoes and makers of heavy work shoes.

Supplied in quantities to meet your needs.

Let us send you sample and price.

**Brodie & Harvie**  
Limited  
14 Bleury St. MONTREAL

**JOBBER'S ONLY**



### Very Attractive

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



**"La Duchesse" Shoe Co.**

Registered  
MONTREAL

# Perfection

for 1919



Your New Year's Good Resolutions are not complete unless you have resolved to use nothing but the best in Counters.

Try PERFECTION COUNTERS and let us show you wherein they excel. Send for prices and particulars.

Our Felt Box Toes are Now Ready.

**Perfection Counter Limited**

699 Letourneux Ave. Cor. Ernest St  
Maisonneuve, Montreal

# YOUR FUTURE EQUIPMENT 1919—1925—?

If you are going to install a  
**SHOE REPAIRING OUTFIT  
THIS SEASON**

Install one that will be good for

# 1925

and a score years after that

## Goodyear Outfits are Quality Outfits

**United Shoe Machinery Company of Canada, Limited**  
Montreal, Que.

Toronto, Ont.  
90 Adelaide Street West,

Kitchener, Ont.  
179 King Street West,

Quebec, Que.  
28 Demers Street,

# SPECIALTIES

for

# Shoe Manufacturers

**HEEL PADS:** Cut from several qualities of white felt, also all colors of Imitation Leather and Combined Imitation Leather and Felt. Large assortment of patterns that will fit any shoe. Our facilities mean service to you at a *minimum* cost.

**Felt for Box Toes: Hard Insole, Cushion Insole, Lining Fillers, Shoe Racks and Shoe Rolls.**

**Imitation Leather, all colors. Combined Imitation Leather and Felt.**

**Kendex Insole Stock,** made in oak and white, all weights. Advise us of your requirements.

**WE SPECIALIZE FOR SHOE MANUFACTURING**

## KENWORTHY BROS. COMPANY

STOUGHTON, MASS.

Represented in the Province of Quebec by HORACE D'ARTOIS, 224 Lemoine St., Montreal



# CLARKE'S

## PATENT LEATHER

**A Product  
of Constant  
Excellence**

Consistent quality has given CLARKE'S Patent Leather an undisputable lead. An inferior patent usually results in lost custom, and for that reason CLARKE'S should always be specified. It is the acme of patent leather production and it never fails to bear out the fact in service to the wearer.



A Spread of Patent Leather in Final Process

# A. R. Clarke & Co., Limited

MONTREAL

TORONTO

QUEBEC

*"Makers for the Nation"*

# Footwear

## In Canada

### From Transient Trade to Regular Custom

You gain regular custom through your store and your goods being known. When you handle a national, trade marked product possessing the merit that warrants the trade mark, you have your advertisement. The trade mark identifies not only the product but your store as well. That's your guarantee of regular custom.



## REGAL

is a trade mark that stamps an invariable excellence of shoe production. The Regal trade mark has been a big national factor in converting transient trade into regular custom. That is why the dealer has nothing to lose and everything to gain by having his business associated with the name of Regal.

There is a lot of Regal business to be had this year, and you should secure it. Our specific co-operation with dealers and Regal repute are your strong supports.

## Regal Shoe Company, Limited

472-474 Bathurst Street - TORONTO



# Panther

## Tested Fibre Soles

This is present-day soling. This is the common-sense, practical, economical soling that brings greater numbers of satisfied customers to manufacturer and retailer alike. If you have not already made an investigation covering "Panther" Tested Fibre Soling, do so at once by all means.

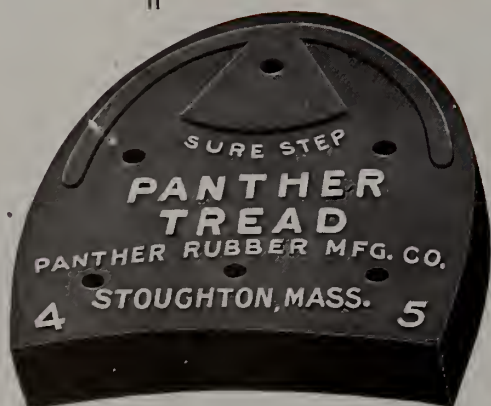
### "Sure Step" Tread Rubber Heels

In combination with Panther Soling these "Sure Step" Rubber Heels offer the ideal wearing surface for all footwear. They are a well-known product. Panther Soles look like leather, and can be supplied in black, white, or tan. They can be worked up the same as leather, but they wear better. They are crack-proof and slip-proof. They are comfortable and resilient the first time worn. They are waterproof. Write us immediately for information that will be to your advantage.

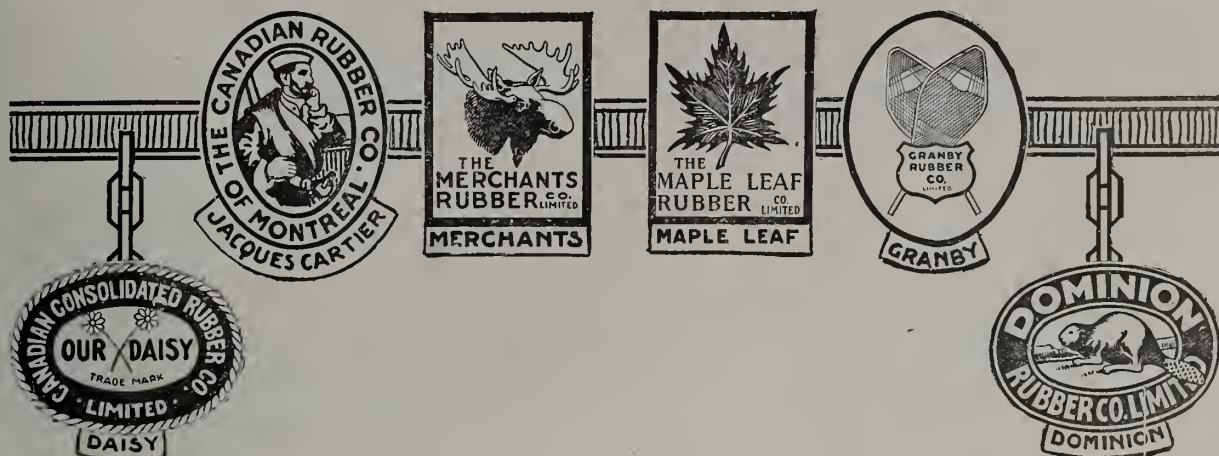
## Panther Rubber Co.

Limited

Sherbrooke, Quebec







## Hold Your Orders for Rubbers

OUR Salesmen will soon be on the road to show you the most complete line of Guaranteed Rubbers ever offered to the trade.

The Dominion Rubber System does more than give you six brands of Guaranteed Rubbers—does more than give you styles and shapes to fit every shoe worn by man, woman and child.

The Dominion Rubber System also educates your customers, by advertising, to appreciate the protection and economy of Rubbers. All the leading papers from coast to coast are carrying the big, striking advertisements of Dominion Rubber System Rubbers.

Keep clearly in mind what we do for you, and you will see the wisdom of keeping your orders for Rubbers for the Dominion Rubber System Salesmen.

### Dominion Rubber System Service Branches are Located at

Halifax, St. John, Quebec, Montreal, Ottawa, Toronto, Hamilton, Brantford, London,  
Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon,  
Edmonton, Calgary, Lethbridge, Vancouver and Victoria.





## FIELD MOUSE AND GRAY

To attain the same perfect uniformity of shade in the butt and in the flank, only the tightest grained of the best raw skins are used for these delicate colors.

Each piece of finished leather is graded with severest attention to every detail, that there may be full compliance with the uncompromising requirements of a standardized classification.

Whether it be Field Mouse, Gray, Black or Brown, you know exactly what to expect from a duplicate order, for one bundle of a grade is the same as all of that grade, now and always.

*Prices Reasonable  
Inquiries Solicited*

## STANDARD KID MFG. CO.

MANUFACTURERS OF BLACK AND COLORED GLAZED KID AND PATENT KID

207 SOUTH STREET, BOSTON, MASS., U. S. A.

NEW YORK OFFICE, 610 TRIBUNE BLDG.

Factory, Wilmington, Del.

### AGENCIES

CHAS. A. BRADY, Rochester, N.Y.  
GEO. A. McGAW, Chicago, Ill.

F. W. BAILEY & CO., St. Louis, Mo.  
I. LOUIS POPPER, Cincinnati, Ohio.

**STANDARD KID**  
TRUE TO ITS NAME  
— IT'S STANDARDIZED

# Time Will Condemn or Extol Your Footwear

According  
to the  
Counter  
You Use



## BENNETT COUNTERS

are impervious to the ravages of time and wear—made to outlast the life of any shoe. Their use ensures a shapely shoe as long as it is worn. Bennett fibre makes the counter easy to shape to your lasts and the process of its treatment makes it "Stay Put".

Time will prove that it is folly to use an inferior counter in a good shoe. Always use BENNETT'S.

### BENNETT LIMITED

*Makers of Shoe Supplies*

Chambly Canton, P.Q., Canada

Sales Office, 59 St Henry St., MONTREAL

Ontario Office, 225 King Street, KITCHENER

H. O. McDowell

H. N. Lincoln

# INTERNATIONAL SUPPLY CO.

IMPORTERS  
MANUFACTURERS



JOBBER  
SALES AGENTS

**SHOE MACHINERY, FINDINGS  
AND FACTORY SUPPLIES**

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

EASTERN BRANCH  
401 CHRISTINE BUILDING  
MONTREAL

MAIN OFFICE AND FACTORY  
57 FOUNDRY ST. E.  
KITCHENER

Representing

American Lacing Hook Co.  
Waltham, Mass.

Lacing Hooks and Hook  
Setting Machines

Armour Sand Paper Works  
Chicago, Ill.

Crystolon Paper and Cloth  
for Buffing and Scouring

Boston Leather Stain Co.  
Boston, Mass.

Inks, Stains, Waxes, etc.  
Cyclone Bleach

The Ceroxylon Co.,  
Boston, Mass.

Ceroxylon, the Perfect  
Liquid Wax

Dean Chase Co.,  
Boston, Mass.

Shoe Goods, Cotton  
Thread

The Louis G. Freeman Co.,  
Cincinnati, O.

Shoe Machinery

Hazen, Brown Co.,  
Brockton, Mass.

Waterproof Box Toe  
Gum, Rubber Cement

Lynn Wood Heel Co.,  
Keene, N.H.

Wood Heels and Die  
Blocks

Markem Machine Co.,  
Boston, Mass.

Marking and Embossing  
Machines, Compounds,  
Inks, etc.

M. H. Merriam & Co.,  
Boston, Mass.

Binding, Staying, etc.

Puritan Mfg. Co.,  
Boston, Mass.

Wax Thread Sewing  
Machines  
Poole Process for Good-  
year Insoles

The S. M. Supplies Co.,  
Factory Supplies,  
Needles, etc.

H. S. & M. W. Snyder, Inc.,  
Boston, Mass.

Kids, Cabrettas and Horse

J. Spaulding & Sons Co.,  
N. Rochester, N.H.

Guaranteed Fibre Coun-  
ters, Fibre Innersoling

The Textile Mfg. Co.,  
Toronto, Ont.

Shoe Laces

United Stay Co.,  
Cambridge, Mass.

Leather and Imitation  
Leather Facing, Welting,  
etc.

## Shoe Hooks

AND

## Hook Setting Machines

High Speed Automatic and Semi-Automatic

American Lacing Hook Co.  
Waltham, Mass.

Manufacturers of Steel Hooks in Black and Colors  
Brassed and Nickeled All Sizes  
Machines are Rapid and Accurate  
No Hooks Wasted Attractive Terms  
We Carry Hooks in Stock and Give  
Service on Machines

For the BEST scouring on straight breasted heels  
USE THE

### Freeman Heel Breast Scouring Machine

For the BEST Heel Breast trimming on Louis Heels  
USE THE

### Freeman Louis Heel Breast Trimming Machine

These machines are indispensable for those  
manufacturers interested in time and  
money saving machinery

The Louis G. Freeman Co.  
Cincinnati, Ohio

*We have complete stocks of parts and supplies for  
Freeman Machines*

R

## FALL SAMPLES

**A**LL the new ideas, lasts and patterns will be found in Ritchie's range of Men's Welts for the coming Fall Season.

For Winter we have a particularly strong line of Felt-soled and warm-lined boots at business-getting prices.

Samples ready for your inspection about the 10th inst.

**The John Ritchie Company Limited**

**BOOT AND SHOE  
MANUFACTURERS  
QUEBEC**

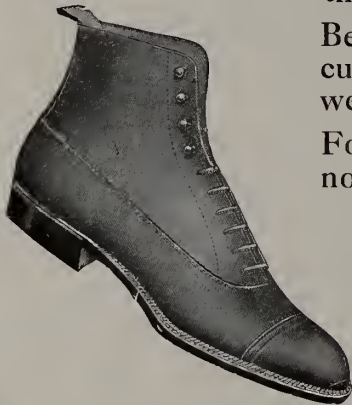
# James Robinson

*Specialist in Fine Footwear*

## MONTREAL

# Where Quality Counts

If one sale is to make another, the shoe has to maintain in wear all that you claim for it in the sale.



Be on the safe side by serving your customers with our lines of footwear.

For all-round satisfaction you cannot handle a better shoe than the

## Bostonians

All the best principles of shoe making are embodied in their manufacture. And all your best customers will be well satisfied with their service.

istified with their service.

The Bostonian Shoe has the reputation of "a seller." Are you stocking it?



# James Robinson

*Specialist in Fine Footwear*

**MONTREAL**

## We are Busy with Rubbers

The rush of sorting orders we have handled is unmistakable evidence of public regard for a good rubber. They want



### Independents

Have you got your order? If not take a look over your stock, and write, phone or wire your needs now. We will fill them right away, and see that you have the goods with satisfaction as well.





## What Does This Shoe Indicate to You?

If you have had a special training in scientific shoe fitting and have studied Practipedics, you would instantly recognize this as a severe case of flat foot.

Reading shoes is most interesting for they frequently tell a wonderful story.

Nine times out of ten "kicks" about poor wearing and ill fitting shoes are the result of foot trouble and not the fault of the shoes. By studying Practipedics and by scientifically fitting

### *Dr Scholl's* *Foot Comfort Appliances*

you can overcome practically all shoe complaints and in addition you can relieve and correct the foot trouble which is the cause of the shoe trouble.

Result? You establish a reputation for yourself, keep your customers satisfied, you build up a permanent business and your profits are materially increased.

Note the illustration below. That shows how Dr. Scholl's Foot-Eazer bridges the arch of the foot, protects the shoe, gives instant relief and corrects the weakened condition.

Write today for our new catalog and let us tell you all about this interesting foot comfort, business building proposition.

### **The Scholl Mfg. Co., Ltd.**

Largest Makers of Foot Appliances in the World

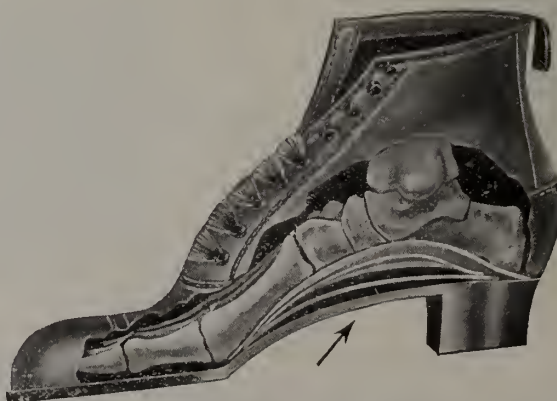
112 Adelaide St. E., TORONTO

also

Chicago

New York

London



"WATCH YOUR CUSTOMERS' FEET"



# By Their Sales You May Know Three Successful Shoes

Shoes carrying with them an assurance of satisfaction to your customers; an important factor in your prospects for increased trade.

You cannot afford to overlook the importance of these superb lines.

## “MetropolitaN”

WOMEN'S McKAYS

MEN'S WELTS

## “Patricia”

WOMEN'S WELTS  
AND TURNS

## “Paris”

WOMEN'S McKAYS  
MEN'S WELTS

Daoust, Lalonde & Co.

Limited

Montreal - Que.



**B**EGINNING the first week in March and continuing through the season, the Spring series of Ames Holden McCready newspaper advertisements will carry your message to the Canadian public. We shall continue our policy of giving sound and impartial advice on How to Buy Shoes, and Where to Buy Them; the same sort of advice which you give your customers when they come to your store; advice which is useful whether they buy A.H.M. shoes or not.

This series of advertisements will be run on the same nation-wide scale as in past seasons. They will be read in your town, by your customers. And it is easily possible for any dealer in Canada to make this advertising of special benefit to his own store. Begin planning *now* to get your full share of it.

**AMES HOLDEN McCREADY**

LIMITED

*"Shoemakers to the Nation"*

ST. JOHN    MONTREAL    TORONTO    WINNIPEG    EDMONTON    VANCOUVER



# SOLE LEATHER

*Served with our Boys in France  
and Flanders*

Don't expect them to be satisfied with  
substitutes upon their return.

Give them the real thing.

The best is none too good.

*"There Is Nothing Like Leather"*

## SOLE LEATHER

OF

Highest Cutting Value

IN

HEMLOCK, UNION and OAK

Tanneries: Kitchener, Penetang, Hastings, Woodstock. Ont.

Cut Sole Factory: Provincial Cut Sole Co., Kitchener, Ont.

# THE BREITHAUPT LEATHER CO. LIMITED

Head Office, - Kitchener, Ont.

## Milton Shoes

Harry E. Thompson wishes to announce to the jobbing trade that he is now handling the Milton Shoes, representing a superb line in Standard Screw and nailed goods for men, boys and youths.

Factory:  
**Milton Shoes Ltd.**  
 MILTON, ONT.

Sample Rooms:  
 110 Victoria Sq.  
 MONTREAL, QUE.

*Patented*  
 Dec. 30th, 1913

*Patented*  
 Oct. 26th, 1915

# Vulco-Unit Box Toe

SUMMED UP IN THREE WORDS

GIVES



**Economy**

**Style . . .**

**Durability**

*Absolutely Water-proof and Perspiration-proof*

## BECKWITH BOX TOE LIMITED

Sherbrooke, Quebec, Canada

# Two Outstanding Features of **TETRAULT**

## *Value*

You will find TETRAULT right as to price and consistent as to worth. Each shoe is an example of first class material and expert workmanship at a minimum cost.

We invite your thorough inspection of TETRAULT lines. For real value in high grade men's shoes they are unexcelled.

## *Service*

Our superior facilities for the manufacture of high grade men's welts in large quantities enables us to serve the trade promptly. In ordering from TETRAULT you may be sure of having your order filled in the shortest possible time. You may also be assured that no degree of quality will be sacrificed for speedy delivery. Try TETRAULT Service.

**Tetrault Shoe Manufacturing Company, Ltd.**  
MONTREAL

European Office and Warehouse: 9 Rue de Marseille, Paris, France

---

LARGEST MANUFACTURERS OF GOODYEAR WELTS IN CANADA

# Juvenile Footwear For Jobbers



For your best trade in juveniles you cannot do better than see our samples of children's and infants' McKays, also our complete line for misses, newly added.

Our up-to-date factory equipment and facilities for high grade production should be of particular interest to Jobbers.

With a staff including men of many years practical shoe manufacturing experience in large Canadian factories, we are fully prepared to produce nothing but the best. Jobbers, get in touch with us.



## Childrens Shoe Mfg. Co., Limited

11 Belleau St.

Quebec City

# MADE IN CANADA

Our line of Channel Cements, Sole Laying Cements, Chrome Cements, and Surefold is a quality line.

The first consideration given to their make-up is **QUALITY**.

You may depend on them being as good a Cement as can be made.

## *Boston Blacking Company*

152 McGill Street, MONTREAL, Canada

# Ready Service

to Support

# Ready Sales

From one pair upwards — to any number — you can order Slater Shoes, and be sure of a quick delivery from an adequate stock.

## THE SLATER 40 IN-STOCK LINES

enable you to fit and please every customer with the most popular shoe in the Dominion. The Slater 40 in-stock department is at your service for immediate shipment of all your requirements. Make full use of it, and multiply your sales.

*If you have not yet received a copy of our handsome catalogue write for it to-day. It displays the full Slater Line.*

**The Slater Shoe Co.**  
LIMITED  
Montreal, Canada

# A Special Invitation

If you are unable to call on us, we will be pleased to forward samples of any of our lines. Let us hear from you early.

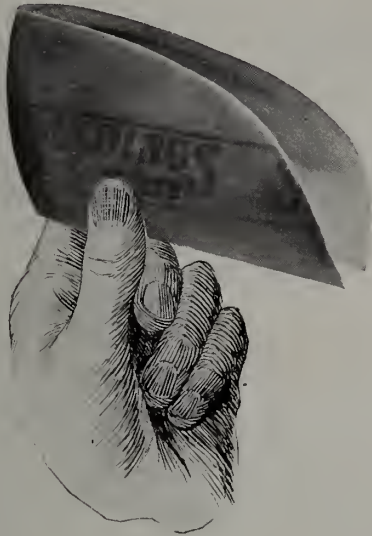
WE should like you, Mr. Jobber, to visit our show-rooms, and see what we are offering for the coming season's business. We believe that the Aird Shoes, now being shown, will particularly commend themselves to you—there are many reasons. Come and see them.

## Aird & Son

Registered  
MONTREAL



# Co-operation



You supply the last—We will produce

## SPAULDING'S Fibre Counters

*Guaranteed*

that will fit it

# J. Spaulding & Sons Co.

Main Office and Factory  
**NORTH ROCHESTER, N. H.**

Boston Office  
**203-B ALBANY BUILDING**

PHILADELPHIA  
John G. Traver & Co.  
329 Arch St.

CINCINNATI  
The Taylor-Poole Co.  
410-412 E. 5th St.

ST. LOUIS  
The Taylor-Poole Co.  
1602 Locust St.

CHICAGO  
J. E. D. McMechan & Co.  
217 W. Lake St.

SEVEN FACTORIES  
Tonawanda, N. Y.  
No. Rochester, N. H.  
Townsend Harbor, Mass.  
Rochester, N. H.  
Milton, N. H.

English Agents: J. Whitehead & Co., Ltd.,  
Leicester, England.

Canadian Agents:  
**International Supply Co., Kitchener, Ontario and Quebec City.**

**V. Champigny, Montreal.**

# SHOE FABRICS

We can offer for *Spot Delivery* a large supply of all the popular colors in *Worsted* and *Cotton Cork-screw Cloths*.

---

For **WHITE SHOES**, our **POLAR-KLOTH** is without a superior—For **STRENGTH, FINISH, FINE FACE**, and **EVEN WEAVE**, we invite comparison with any cloth you can buy.

---

**TITE-SEAM COTTON THREAD** for Making Room—We guarantee this thread made from Sea Island Cotton and for sole sewing work, you will get satisfaction in the *work* and the *wear*.

---

**COTTON GOODS**—We convert linings of every description — *Twills, Drills, Duck, Flannels, Sheetings, etc.*

---

## **THOMAS, LAKE & WHITON, Inc.**

Manufacturers and Converters

103 Bedford Street (Cor. Lincoln) BOSTON, Mass., U.S.A.



# Are You Displaying these Marsh Models?

They possess so many features of high-grade shoemaking, and are realizing such a generous share of business that they merit a place in the store of every progressive dealer.

Marsh design, workmanship and material, combine to give in an unusual degree a selling value that will increase your turnover.

Sold in 30 pair cases only, in 30 pairs of a width.

Keep in mind the Marsh value in Women's Shoes.

The  
**Wm. A. Marsh**  
**Company Limited**  
**QUEBEC**



"106" LAST  
Made in All Leathers  
Widths B to E



"104" LAST  
Made in All Leathers  
Widths B to E



"99" LAST  
Made in All Leathers  
Widths B to E

# Fashion Decrees

**— fancy colors**

*for*

*Spring and Summer wear*

*Our  
Two  
Colors*

**CITADEL**      **GREY**  
**MOLE BROWN**

*These standard shades predominated at  
the Style Show held recently in Boston*

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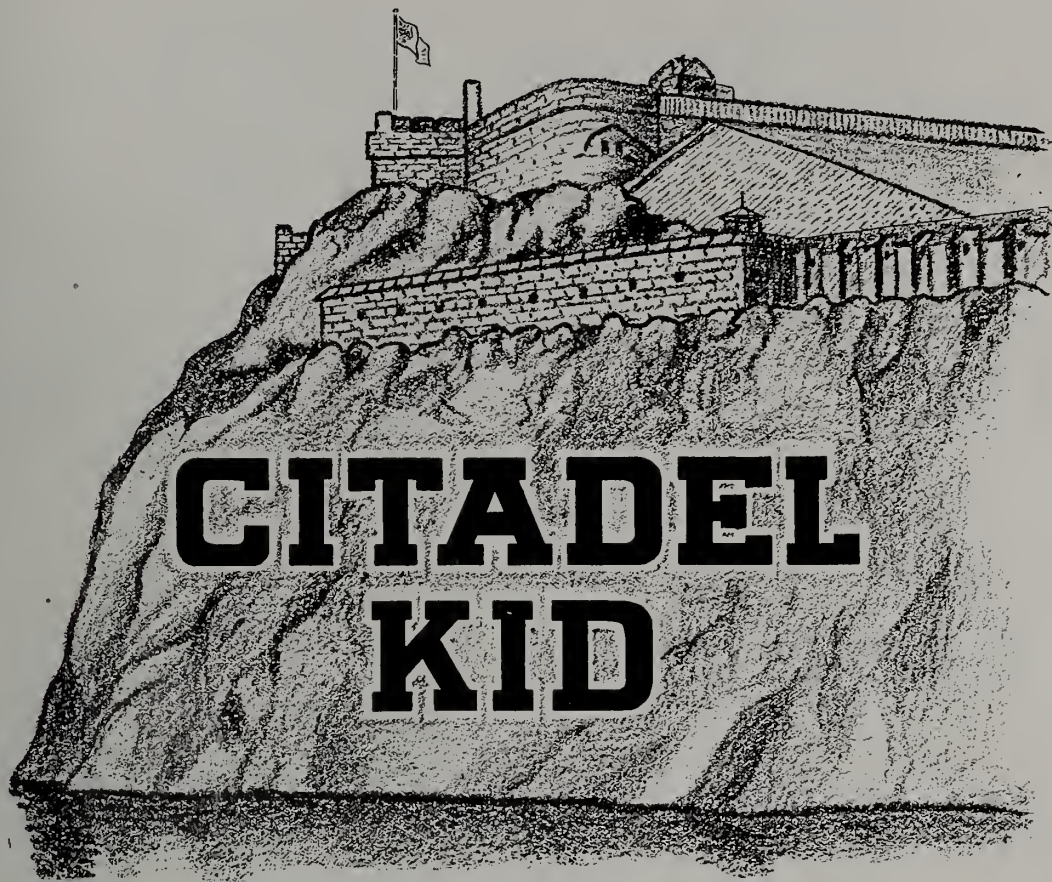
MANUFACTURERS PLACING THESE COLORS IN THEIR SAMPLE LINE MAY  
REST ASSURED OF PROMPT DELIVERY AS REQUIRED

---

**J. A. SCOTT**

MONTREAL  
218 Notre Dame St. W.

QUEBEC  
566 St. Valier Street



**A**T this season of the year there's a good lot of windy weather, and we must needs watch to not have the heavy sails spread until we are sure we have the right reckoning.

Business men can only be patient, trim boat, sit tight and be on deck for whatever emergencies arise.

There will be plenty of employment and lots to do for those who know how. The present moment calls for presence of mind.

# J. A. SCOTT

QUEBEC  
566 St. Valier Street

MONTREAL  
218 Notre Dame St. W.



# Rubber Footwear

Our representative will call on you during the coming placing season and you, Mr. Retailer, will make no mistake in ordering Rubbers which have stood the test, year after year, and have added new customers to the long list of Retailers who believe in and buy their rubber footwear from our Agents and Branches.

Your order sent to any of the following Miner Branches and selling Agents will get immediate attention.

Edmonton, Alta. . . . .	The Miner Rubber Co., Ltd.	St. John, N.B. . . . .	The J. M. Humphrey Co., Limited.
Fredericton, N. B. . . . .	H. S. Campbell.	Sydney, C.B. . . . .	The J. M. Humphrey Co., Limited.
Hamilton, Ont. . . . .	R. B. Griffith & Co.	Charlottetown, P.E.I. . . . .	The J. M. Humphrey Co., Limited.
London, Ont. . . . .	Coates, Burns & Wanless.	Toronto, Ont. . . . .	The Miner Rubber Co., Ltd.
Montreal, Que. . . . .	{ The Miner Shoe Co., Ltd. The Miner Rubber Co., Ltd.	Trenton, Ont. . . . .	C. Weaver.
Ottawa, Ont. . . . .	{ The Miner Shoe Co., Ltd. The Miner Rubber Co., Ltd.	Vancouver, B.C. . . . .	The J. Leckie Co., Limited.
Quebec, Que. . . . .	The Miner Rubber Co., Ltd.	Winnipeg, Man. . . . .	Congdon, Marsh Limited.
Regina, Sask. . . . .	{ Congdon, Marsh, Limited The Miner Rubber Co., Ltd.		

# The "Great West Cold Proof Felts"



*High-Grade  
in  
Every Respect*

and a felt shoe that is making abundant sales by sheer merit of manufacture and material.

It is all our own product, produced entirely under one roof from the making of the felt to the last finishing touch. This fact explains the unvarying quality throughout its manufacture and the extensive sales it is making.

**Great West  
Felt Company**  
Limited

**Elmira, Ontario**

We manufacture a full range of Men's Women's, Boys', Youths', Misses', Child's and Infants' "Great West Cold Proof Felts" for outdoor or indoor wear.

Sold by all leading Jobbers. Order Now!



# Let Our Advertising Help You to Sell More Rubbers

## *Our Proposition is simply this:*

We put the quality in our Rubbers. There is no question about the sturdy wear, the snug fit, the trim shapes, of Dominion Rubber System Rubbers. They are right in every way.

Then, we help to sell them for our dealers by means of the greatest advertising campaigns that have ever been inaugurated by any manufacturers of Rubbers in Canada. Thousands of people have been educated to the fact that Rubbers are economical—that they protect the health—that they are the sensible thing to wear in bad weather.

Dealers who handle any of our six brands of reliable Rubbers get more business because of our advertising.

Everything else being equal, the best advertised Rubbers are the best selling Rubbers. Order Dominion Rubber System Rubbers and let our advertising help you to sell more Rubbers.

## **Dominion Rubber System Service Branches are Located at**

Halifax, St. John, Quebec, Montreal, Ottawa, Belleville, Toronto, Hamilton, Brantford, London, Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Edmonton, Calgary, Lethbridge, Vancouver, Victoria.





# Footwear in Canada

A Journal of its Findings, Making and Sale.

Published Monthly for the Good of  
the Trade by

**HUGH C. MACLEAN, LIMITED**

HUGH C. MacLEAN, Winnipeg, President.  
THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO  
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade  
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers  
VANCOUVER - Tel. Seymour 2013 - Winch Building  
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building  
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.  
LONDON, ENG. - - - - - 16 Regent Street S.W.

Authorized by the Postmaster General for Canada, for transmission  
as second class matter.  
Entered as second class matter July 18th, 1914, at the Postoffice at  
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**SUBSCRIPTION RATES**

Canada and Great Britain, \$1.00. U. S. and Foreign, \$1.50.  
Single copies 15 cents

Vol. 9 February, 1919 2

**Lower Prices  
Not Likely**

Contrary to expectation in some quarters the close of the war has not resulted in a noticeable decline in prices. On the other hand it has been quite evident that the prices on many commodities are capable of going still higher and we do not have to look very far for the reason. It must be remembered that European countries are practically bare of many of the raw materials and manufactured products with which we are, perhaps, plentifully supplied. Consequently, the demand from overseas will tend to keep prices on this side very firm and where European bidding is higher than prevailing domestic rates the natural outcome is "higher prices." An example of this is seen in the recent increase in the price of kid. European buyers presumably bid an average of seven or eight cents in advance of the Boston market price. This had the immediate effect of raising the domestic rate proportionately. It will thus be seen that we can hope for little decrease in the price of any article for which there is a big foreign demand.

Manufacturers are also faced with a labor unrest that seems to have assumed world-wide proportions. It was intimated by the Boot and Shoe Workers Union, at a recent meeting in Toronto, that they would,

very shortly demand a further increase of 10 per cent. in wages—and shorter hours. This would seem to make it evident without doubt there can be no falling off in prices through reduced labor costs. On every hand the consensus of opinion seems to be that prices will be well maintained, or even higher, for at least another year.

\* \* \*

**Tax Mail Order  
Houses**

At the forthcoming session of the Ontario Legislature the Ontario Retail Merchants' Association will request that action be taken to have a tax placed on mail order houses, this assessment to be figured on the amount of business done in each district. No specific amount of taxation has yet been decided upon until it is learned just what action the Ontario Legislature may see fit to take in the matter. In the event of securing a favorable decision the Retail Merchants' Association propose extending the measure to all provinces in the Dominion.

At a meeting of the Assessment Committee of the Ontario House Mr. Proudfoot raised the question and those present were unanimous in the opinion that the big departmental stores, through their mail order competition, were making the business situation desperate for the small local merchants. It was also thought that maintaining the parcel post system at a loss and paying it out of the carrying of letters was giving the mail order houses the big end of the stick.

We hope the Government will act—it should have done so long ago. Mail order houses are a menace to the legitimate mercantile trade of the country. They give no service; their goods are no cheaper—often higher in cost; they have no further interest in a sale once made; they pay no local taxes; their catalogue illustrations frequently misrepresent; they keep down the prosperity of any district in which they are at work because no money is ever returned that they take out of it. Furthermore there is no financial necessity for departmental stores to conduct a mail order business—their tremendous local business is, or should be, sufficient for their needs. If it is their desire to play the "greedy octopus" let us, by all means, fetter their tentacles by the imposition of such a tax as that proposed.

\* \* \*

**Premature  
Sales**

Judging by the number of advertisements of cut-price clearance sales during January it might appear to the casual observer that many shoe retailers incorporated price-cutting among their New Year resolutions. We cannot help feeling that most of these sales are entirely premature and unnecessary. There is something almost ridiculous in a merchandizing policy that embodies cut-price clearance sales within a few weeks after the opening of the selling season and a plan adopted by the merchants of Syracuse, N.Y., shows how they are endeavoring to remedy

the evil. Realizing the great mistake of launching sales of seasonable merchandise in the middle of a season, they formed an organization and agreed that special sales would not be put on until a certain date in the three seasons—spring, summer and winter. Previously, every retailer sought to get ahead of his competitor with the result that the whole trade was upset and profits reduced for all. By deferring the sales under this mutual agreement they believe they will get a large amount of trade at regular prices during the extended period.

\* \* \*

### **A Time for Everything**

Not so long ago we drew attention to the fact that a great many retailers were in the habit of using the fragrant weed in a sometimes unfragrant pipe during business hours—to the very evident detriment of their trade. Now here's another little story on the same subject. The other day we were talking with a traveller—a very successful one by the way—who made the very unusual statement that he did not smoke. We asked him why. "Well," he said, "it's like this. I used to smoke—was an inveterate smoker—but at the same time I knew that it was bad policy to approach a retailer with a cigar in my mouth. One day I set out to make a sale to a man I knew was in the market for a large amount of goods. After getting off the train I felt the need of a smoke and lighted up a good cigar. By the time I got to the retailer's store my cigar was just nicely going, so I thought I would take a little stroll and finish my smoke. Half an hour later I called on my man. 'Hullo Jones,' he said, 'why didn't you get around sooner; I just placed that order with Brown & Company; must have been on the same train with you.' All for the sake of a smoke I missed the largest order of the year. Then and there I made the high sign and resolved I'd never smoke again—and I haven't."

Nothing so drastic is needed in the average case, and this is not intended to be a sermon against tobacco. It all goes to show, however, that there is a time for everything and that certain things can be overdone. A man in any line should not let smoking interfere with his business.

\* \* \*

### **Destructive Advertising**

A woman was heard, not long ago, to read an advertisement of \$8.00 shoes for \$4.98, and to express a wonder that store could sell them at such a low figure and still make a profit, for she did not believe the store proposed to lose money. "Think what a profit I would have paid them at \$8, she said. That is one side of the story, says a bulletin from the Associated Advertising Clubs of the World. The other side is that a great many other women refuse to believe that the article advertised was ever worth the higher figures named—or \$8.00, as in this case.

"Unusual value," or "value" or "worth" are destruc-

## **Time to Call a Halt**

A number of Canadian firms have been putting on sensational cut-price sales recently, advertising values that are ridiculous in the extreme. Among these "slashing reductions" we recall "Imported Silk Stockings, regular \$1.75 for 19 cents"; "Men's \$6.00 shoes, \$1.48," and so on. We understand the Toronto section of the Retail Merchants' Association has taken the matter up with the Police Department and have been promised immediate investigation. A man recently opened up in Toronto and advertised \$5.00 safety razors for 98 cents. The city called his bluff and the magistrate decided that \$50 and costs would be a fair assessment. If similar action is taken against those men who are doing their utmost to discredit legitimate shoe retailers there will surely be little cause for regret.

tive advertising expressions. They dull the appeal of advertising. When a store does have a real sale to move off odds and ends, a great many readers of its advertisement are in the same attitude as the men who declined to come when the little boy in the old story called "Wolf, wolf!"

It is being proved, the bulletin says, that business of a more permanent character can be built without such statements. If there has been a special purchase, a store can get a crowd by announcing that a fortunate find has been made by its buyers. It is needless to "compare prices." Business men are learning that truth-in-advertising has an economic value, and that in the long run, it pays to understate rather than overstate an advertisement. The under-stated advertisement may bring fewer people, at times, but it will sell more goods, for when the customer is surprised to see such goods at such a price, sales are more readily made. There is less of a tendency to "shop around."

\* \* \*

### **Clinching Sales**

Plain English sells goods. Mixed rhetoric is misleading. The hook of convincing argument often bends under the bait of too technical language. Eliminate the vocabulary of the shoe factory and treat your customers to something easy of mental digestion. Very few purchasers are interested in the technical make-up of shoes. Salesmen particularly often seize upon words and statements that are used without the support of actual knowledge, thus leaving themselves open to sales-killing argument.

The purchaser usually is interested in only two questions: "Is this what I require?" "What is the price?" If you can answer the first as briefly and as convincingly as the second, the sale is made.

# World Survey of Raw Stock Conditions

Prospect is for Smaller Domestic Supplies and Keen Foreign Competition—European Buyers Scouring the World—Increase in Price is a Logical Conclusion

By Mr. Owen C. Howe\*

**W**HEN Lewis B. Jackson addressed the convention one year ago in regard to raw stock, he closed his remarks by saying that "Any outside factor, such as cutting off of supplies from foreign countries through lack of ships and freight embargoes, may quickly change an apparently quiet market into an advancing one." His warning was a timely one. In a few months there was a lack of ships and an embargo. In April the government called to Washington representatives of The Cattle Men's Association, The Hide & Skin Importers' Association, the packers, the country hide dealers, the hide brokers, and the Food Administration, to discuss the advisability of placing maximum prices on all leather raw stock. When these representatives started for Washington they did not consider that maximum prices were necessary, but they changed their mind after they heard that the government would probably embargo importations of raw stock for government use, and that government requirements would be very large.

## Difficulties of the Price Situation

The task of placing maximums on all kinds of raw stock was a huge one. No one man in the world knows all kinds of raw stock. When the Chairman of the Price Fixing Committee of the War Fixing Committee of the War Industries Board told the hide men how easily the steel situation had been handled, Mr. White, of Chicago, arose and remarked that the steel business was a kindergarten beside the hide business. No one had ever attempted to prepare a catalogue of all the various kinds of hides and skins. However, by working day and night the various committees prepared a schedule of maximum prices, which was put into effect May 1st. It embraced about 500 different kinds and about 2,000 different prices, to say nothing of the stipulation of conditions peculiar to transactions in various kinds of hides and skins, and to say nothing also, of regulations which it became necessary to formulate in order to make maximum prices a reality and not a farce. It covered all raw stocks on hand, also those for shipment from abroad and those to be produced in this country for three months. Each three months the schedule was revised and renewed, the last revision taking place Nov. 1st, which covered domestic production to Feb. 1st, 1919, and foreign shipments to Jan. 1st, 1919 (excepting River Plate frigorificoes, on which prices were to cover production to Jan. 1 in accordance with an agreement with England).

## Government Maximum Prices Lower Than High Points Reached in 1916

Generally speaking, the maximums put on by the government were below the high points of 1916 and 1917 by about 15 per cent. on heavy hides, and about 30 to 35 per cent. on light hides, kip and calf skins. The maximums on goat skins were placed below the high point by about twenty-five per cent.

Leather raw stocks were held at a very much

lower level than other raw materials, such as cotton, wool, etc. Hides, relatively speaking, were and are the cheapest things in the world. Cotton, wool and pig iron were about three times their normal value. But the best heavy hides in this country were only up about 50 per cent. over the average price which ruled between July, 1913, and June, 1914. Sole leather dry hides were only up 10 to 12 per cent. Light hides and kips were only up about 20 per cent. Calf were up about 65 to 70 per cent., due largely to our being for over three years shut off from Russia, the principal source of supply.

## Effect of Embargo on Importing Hides

On June 15 an embargo became effective against the importation of raw stocks except for government use. This cut down our importations very drastically. Only a few hides were allowed to come from the Far East. Our supplies came principally from Argentine and Uruguay; a fair amount from Brazil, Cuba and Mexico, and a few from the West Coast of South America and from Canada. The embargo shut out nearly 16,000 of raw stock—principally goat and sheep skins—which people here had contracted for, and, in many cases, had paid for. After a few months the embargo was partially raised to admit about one-third of the tonnage which was held on the East Coast of South America. It was not until November that the embargo was raised on the remainder.

The results of the embargo will be seen in the fact that importations for the first 10 months of 1918 were less than the same period in 1917 by 60 per cent. in cattle hides, 75 per cent. in calfskins, 30 per cent. in goatskins, 50 per cent. in sheepskins, and 87½ per cent. in horse hides.

## Imports Will Continue Sub-Normal

Our importations will probably continue to be sub-normal until tanners here can afford to pay the prices which Europe will pay. If shoe manufacturers find it necessary to have the leather, or if tanners find it possible to ship leather freely to Europe, then they can afford to operate in foreign markets and hides will come more freely to America.

It must be remembered, however, that England, France, Holland, Spain, Italy, Japan, India, Russia, Mexico, Cuba, and some parts of South America have increased their tanning capacities. Therefore, the tanning industry here will no doubt find that raw stocks will be competed for as they never were before.

## World Competition for Hides and Skins

England increased her tanning capacity 25 to 35 per cent. Rough tannage in India has about doubled since 1913, and the number of hides thus tanned there during 1918 is estimated at nearly 4,000,000. These are practically all cow hides. There is an embargo against shipping them here. The effect of this is noted when we remember that we imported 1,200,000 cow hides from India in 1915, and 2,000,000 in 1916.

Japan increased her purchases in India (principally goat and sheepskins) over 1,000 per cent. France es-

\* Of Sands & Leckie, Boston, before Manufacturers' Convention, New York.

timates that she has lost 12,000,000 cattle, which means she will need to go abroad for raw supplies more than formerly.

In connection with this tanning development in foreign countries and what it means as regards competition for raw stocks, it is well to remember that during the years 1915 to 1917 we imported the following percentages of raw stock tanned here:

Ninety-seven per cent. of the goatskins, 66 per cent. of the sheep and lambskins, 55 per cent. of the calf and kip-skins and 45 to 50 per cent. of the cattle hides.

#### Smaller Domestic Supply During 1919

Temporarily the situation has been assisted by the fact that the domestic production of cattle hides and skins during 1918 was the largest in our history. It is estimated that the take-off amounted to about 24,000,000 pieces, comprised roughly of about 16,000,000 heavy and light hides and about 8,000,000 calf and kip-skins. The sheepskin take-off in this country during 1918 is estimated at about 11,000,000. It is scarcely to be expected, however, that production in this country will be maintained on this basis. The domestic supply during 1919 will no doubt diminish.

Therefore, the prospect which we face for 1919 promises smaller supplies at home and keener competition than ever before for supplies abroad. And as raw stocks in this country are lower priced than anywhere else in the world, it would follow that as shipping facilities increase we must go up, or the rest of the world must come down.

#### Government Prices Stabilized Hide Prices

A year ago the total of both domestic and imported raw stocks on hand were larger than usual. This was partly due to the fact that hide dealers, and, in some cases, butchers were still hoarding hides and skins which they missed the opportunity of selling on the boom in the last half of 1916, or they were holding stocks bought or accumulated during 1917 in anticipation of the rise in prices which they felt would come in 1918, and which surely would have come had not the government fixed maximum prices. It was very fortunate for this country that stocks were large; otherwise the embargoing of importations would have been very keenly felt. We lived, so to speak, on our fat to an appreciable extent during 1918.

#### New Condition in Raw Markets

However, conditions are quite different now. Foreign and domestic raw stocks in this country are pretty closely cleaned up, especially on light hides and kip and calf. In view of this situation it is remarkable that raw stocks here are cheaper than anywhere else in the world, but the explanation is no doubt found in the English embargo against our leather and in the difficulty in shipping leather and hides from here to other European countries. Conditions as regards shipping, however, seem bound to improve, and already there are dealers who are buying hides here and in Canada for shipment to Europe when possible. Please note also that domestic calf and kipskins and foreign goat-

skins are held as high as 25 to 30 per cent. over the maximum prices.

#### Census of Raw Stocks

Before passing from the subject of raw stocks on hand a year ago and to-day, it should be noted that any estimate of raw stocks is a difficult matter to determine and involves some guess work. In view of the importance of having definite information on this subject, the Department of Agriculture will probably secure, monthly, from each dealer in domestic and foreign hides a list of stocks on hand and from each tanner a list of stocks on hand and in process. If another national emergency ever arises we should know our position better than we did last time. And in any case a stabilizing effect will be afforded the hide, leather and shoe industries.

#### No Large Stock of Hides or Skins in Foreign Lands

There is one thing more I wish to mention, and that is the fact that owing to embargoes and lack of shipping facilities, one would suppose immense stocks had accumulated in Russia, China, India and South America. Such, however, does not seem to be the case. It is hard to tell about Russia. No doubt Germany got most of what was movable. When Mr. Boyd returned from Europe, he brought word that stocks in Russia did not amount to much. Another gentleman said that he knew 1,000,000 skins were available. However, transportation facilities are so broken down, and general conditions so chaotic, that it is not likely that Russian supplies will cut much figure here for a considerable time to come. It must be remembered also, that stocks in Russia are probably in bad shape.

If China has large stocks, they are well hid. Offerings from there are not as large as usual at this time of the year. However, the China hide merchants are as smart as any in the world, and it may be that they are holding back more or less in anticipation of a higher market.

India is not offering any buffaloes as usual although the price is now four cents higher than our maximum prices which expired January 1st. Less than a normal amount of calfskins is being offered, and India cow hides, as stated before, cannot be exported here at present.

#### European Tanners Scouring the World

South America has been selling all along to Spain, Italy, France and England, and to a certain extent, to Norway and Sweden, whenever shipping facilities were available, at 10 to 20 per cent and sometimes even 40 per cent. higher than our maximum prices. Practically all South American countries apparently have at present nothing more than a normal supply of hides to offer, and in a general way they are holding these at about 15 per cent. above our former maximums. Tanners here are, in some cases, willing to pay about half this advance. However, whatever the price, there does not seem to be any extraordinary amount of stock available, either in South America or any other part of the world.

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*Life is Service—The one who progresses is the one who gives his fellow-beings a little more—and a little better—Service.*

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Mr. Nap. Tetrault



Mr. Oscar Dufresne



Mr. Joseph Daoust

## Canadian Manufacturers to Extend Trade in Europe

Banquet Given to Departing Delegation—Foreign Buyers Will Have Opportunity to Inspect Various Canadian Samples—Lyons Fair Will be Visited

**I**N order to promote Canadian trade with Europe, and following up the efforts of the Trade and Commerce Department, Ottawa, to foster the export business, Mr. Napoleon Tetrault, of the Tetrault Shoe Manufacturing Company, Montreal; Mr. Oscar Dufresne, of Dufresne & Locke, Maisonneuve; and Mr. J. Daoust, of Daoust, Lalonde & Co., Ltd., of Montreal, have left for Europe. Prior to leaving, these gentlemen were entertained at a complimentary dinner, given on January 16, in Montreal, by the Leather and Shoe findings trade of Montreal. Mr. W. A. Lane presiding. The arrangements were made by Mr. R. M. Fraser, who acted as secretary.

It will be recollected that the question of shoe manufacturers cultivating European trade was discussed at the recent shoe manufacturers' convention, and as the outcome of this, and the belief held by many that there is a large field for our goods in Europe, at any rate in the immediate future, these representatives have left to investigate conditions and to do aggressive work for the shoe and leather industries. Prompt action was necessary, and this has been taken. The delegation have, we understand, taken samples of lines other than those they individually manufacture, thus giving an opportunity to European buyers to see what Canadian manufacturers can offer in various styles.

As it is the object to find a more extended market in Europe, it is fortunate that the representatives of the shoe industry, who have gone abroad, are able to speak both French and English fluently, so that they can deal in an intimate way with the French and English buyers. The representatives will visit the Lyons Fair, where Canadian shoes and leather will be exhibited. It may be noted that Mr. Daoust is a tanner as

well as a shoe manufacturer, and is thus in a position to further the interests of the Canadian leather trade.

The banquet was attended by men who are thoroughly representative of the leather and findings trade, and included some from out of town. The following is the toast list: The King; Shoe Manufacturers, proposed by John McEntyre; responded to by Mr. Albert Tetrault; Guests, proposed by Mr. J. A. Scott, responded to by Messrs. O. Dufresne and N. Tetrault; Leather Trade and Shoe Findings, proposed by Mr. J. Clark Acton, responded to by Mr. W. Sadler; Trade Papers, proposed by Mr. R. M. Fraser, responded to by Mr. E. J. Holliday; Ladies, proposed by Mr. Henry Whitley, responded to by Mr. J. T. R. Hicks.

Most of the speakers dealt in an eulogistic manner with the way in which the shoe manufacturers did business with the leather and findings representatives. Comment was also made on the enterprise of the manufacturers in endeavoring to expand Canadian trade and make our goods more widely known outside Canada. The pioneer work of Mr. Nap. Tetrault, who has for some time maintained a branch in Paris, was referred to. In this connection Mr. Tetrault, in his response, enlarged on the prestige which had resulted from the filling of orders at the prices taken, even in face of the advance of materials. He showed the photograph of a cheque for \$83,000, which had been sent his firm in advance payment for goods ordered by a French buyer.

Mr. J. Sinclair, of the Barrie Tanning Co., manufacturers and exporters of splits, prophesied that prices would continue firm, and declared that there was little prospect of any break in quotations.

Mr. Irving C. Webster, manager of the C. Moench

Sons Co., Boston, spoke with pride as to the part Canadians had taken in the war.

Mr. F. W. Knowlton, of the United Shoe Machinery Co. of Canada, referred to his many years connection with the trade, and the pleasure of attending such a representative gathering.

Mr. C. A. Davies, of Blachford Davies & Co., Ltd., of Toronto, was also among the speakers.

During the evening a musical programme was given, including some fine vocal selections by Mr. H. A. Normandin.

The following were the invited guests: Messrs. F. J. Boyden, Slater Shoe Co.; J. O. Tetrault, Tetrault Shoe Mfg. Co.; Paul Roy, Einstein, Inc.; Jas. J. McCaron; J. A. Scott, Montreal; R. E. Woodward, F. E. Woodward & Sons; J. F. Scully, New Castle Leather Co.; J. C. Acton, Toronto; R. L. Stiles, John R. Evans & Co., Ltd.; G. S. Hubbell, Adanac Leather Co.; Edmond Mallette, M. Moffat, Robson Leather Co.; Jules R. Payan, Duclos & Payan; J. P. O'Shea, H. D'Artois, Mr. H. C. Parker, Parker, Irwin & Co.; M. L. Sturgis, United Last Co.; W. V. Mathews, Tetrault Shoe Manufacturing Co.; Frank C. Smith, John Ritchie Co.; Henry E. Whitley, F. Whitley & Co.; H. Kavanagh, Acton Publishing Co.; R. M. Fraser, Bréithaupt Leather Co.; Nap. Tetrault, Tetrault Shoe Manufacturing Co.; O. Du-

fresne, Dufresne & Locke; W. A. Lane, of J. A. Scott; F. W. Knowlton, United Shoe Machinery Co. of Canada; Edgar Clement, J. H. Goyer, H. B. Johnson Co.; L. S. Odell, Geo. A. Blampied, Clarke & Clarke Ltd.; J. A. Belanger, Robin Freres; Albert Tetrault, Tetrault Shoe Manufacturing Co.; J. A. Sinclair, Barrie Tanning Co., Ontario; J. A. Scott, Quebec; W. J. Sadler, Sadler & Haworth; Ralph Locke, Dufresne & Locke; W. H. Algeo, United Shoe Machinery Co. of Canada; G. P. Stockton, C. S. Hyman Co., Ltd., London, Ont.; H. A. Normandin, John McEntyre, John McEntyre, Ltd.; F. W. Laskey, Tetrault Shoe Mfg. Co.; J. Wiesel, St. John and Halifax; I. C. Webster, C. Moench Sons Co., Boston; P. A. Doig, C. A. Davies, Blachford, Davies & Co., Ltd., Toronto; J. R. Labelle C. E. Perras, Adanac Leather Co.; Geo. Bergeron, Canadian Consolidated Rubber Co.; Geo. H. Bray, C. Galibert & Son; J. S. Constantineau, King Paper Box Co., Ltd.; M. A. Gauthier, Kingsbury Footwear Co.; H. Hurtubise, Panther Rubber Co., Sherbrooke; Chas. A. Joslin, Panther Rubber Co., Sherbrooke; E. J. Holliday, "Footwear in Canada"; Geo. H. Carter, Anglo Canadian Leather Co.; G. F. Lister, Morson, Boswell & Co.; J. T. R. Hicks, Dominion Textile Co.; A. G. Mooney, A. G. Mooney Co.; Linklater, Boston Blacking Co.; J. Muir, J. H. Keeler, Frank & Bryce, Ltd.

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## What is Your Gross Profit?—I Don't Know, but it Must be All Right or I Wouldn't be in Business

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**G**REAT interest was evinced by a large number of dealers, at the National Convention, in St. Louis, in the question of store records and proper accounting. No better man than Ben Jacobson, of New York, could have been selected to lead the discussion on this topic, for it one which has been a hobby with him for many years. Mr. Jacobson said:

Most of you who attend these conventions are of the better class merchants, perhaps not all millionaires, but merchants who know the necessity of proper store-keeping. You come here to exchange ideas and if possible to learn how to improve your business methods.

The topic assigned to me is really for the benefit of the man who still tries to conduct a store on ancient methods, and does not even know that these conventions are held for his benefit. When you get home and meet one of these "would-be" merchants who takes no interest in modern business, tell him some of the things you learn here. Do not condemn him—pity him!

The man who conducts a store without records is blind to modern possibilities, and every time you open the eyes of one of those fellows by showing him the right way to do business, you not only help him, but you help yourself. Don't say that you do not recognize competition. The telephone, the street car, and the mail service makes competition easy, and if ever you get along side of your store one of those fellows who do not know the cost of doing business, you will soon know that he is there all right, even though his business life may be a short one.

It is surprising that manufacturers and wholesalers extend credit to some of these blind merchants who run stores on guesswork when mercantile agencies tell us

that more than 75 per cent. of the business mortality of the country is among dealers who keep no records of their business. The few who accidentally succeed in their blind way are the ones who lure others to their financial ruin by giving them the wrong advice on how to run a store.

I met two retailers from the coal mining region of Pennsylvania. The one who had good figures of his business told how the war brought him increased prosperity: that the miners were getting big wages and spending it freely, that his store rent is cheap—and inasmuch as there was no manufacturing in his town, he was able to get reliable women clerks at nominal salaries, that his total overhead expense is only about 16 per cent. and his gross profit about 35 per cent. which, of course, put him on Easy Street. To sort of verify his story he asked his friend, who is in business in a nearby town, whether or not he found the same conditions, to which his friend replied, "I do not keep such fine figures; all I know is that I can pay my bills better than I used to." The fellow who does keep records was rather surprised at the answer, and said "Joe, you remind me of the old colored man during the slavery days who was asked how old he was and he replied, 'I don't know, but I must be all right yet or my master wouldn't keep me.' I am surprised your store keeps you." Yet the fellow who had no records of his business told how he helped another man open a store.

### Business Records Most Important.

There are many such slaves just because they have not the necessary records which would show them how to be masters of their business. The old slip-shod methods may have been excusable years ago when

bookkeeping was considered a complicated art, and the average dealer could not afford the services of a bookkeeper, but now that bookkeeping has been reduced to simple records, which anyone can keep and understand, the dealer who still conducts his store without records of purchases, sales, gross and net profits, has no business to stay in business.

Business records are even more important to the small dealer with moderate means than to his larger competitor. The increased stocks with increased expense and decreased profits are sometimes enough to break a small dealer before he knows it.

#### Actual Figures Month by Month Would Have Prevented Loss.

I recently saw the inventory sheets of an average sized store where no records are kept excepting that the owner takes inventory once a year. The inventory of 1917 showed a handsome profit, while his 1918 inventory showed an actual loss on an equal volume of business. After some study of the crude figures, we found that his gross profit of 1917 was about 6 per cent. larger than in 1918. This is accounted for by the fact that he sold his early purchased stock on replacement basis, while in 1918 most of the sales were made on normal profits, yet the store expense and personal living was larger than in 1917. If this man had figures showing the condition of his business at least once a month he would not have shown a loss, for he could have increased the profit or decreased the expense, or perhaps spent some of the wasted money for advertising and store improvements, which would have increased the business thereby reducing the percentage of expense.

#### Comparative Figures Tell the Story

Business efficiency or the art of conducting business for profit without showing greediness for it is certainly worth studying. The only method of learning one's business is through an analysis of its records. In no other way can the retailer merchandise and finance the business with safety. Every now and then we see a good paying store or department ruined, or a poor paying one made to pay by a change of ownership or management—all due to the fact that one man runs his business on guess work and another by comparative figures.

The man who does everything by comparative figures knows enough not to overbuy or oversell, and he knows how much he can afford to spend for the good of the business. Overselling is sometimes as bad as overbuying. Many a man has gone broke because he did too much business for the size of his capital—others go broke because they carry too much stock for the size of the business. The man who has records of his business knows that if his stock is on a proper turnover basis, and his sales increase 10 per cent., he can allow the stock to increase in proportion. If his profit increased 3 per cent., he can allow his expenses to increase 2 per cent., but no one can know anything about turnovers, profits or losses without the records that tell these things.

#### Master of His Business.

It is the general belief that owing to increased costs, the shoe stocks of the country are higher in dollars and cents than they have been, yet the head of the largest retail shoe business in New York has figures that show his stock to be lower than it has ever been though the sales are larger. He knows each morning the sales of the previous day at cost and selling price, and the kind

of shoes that were sold. He also has a trial balance for each week showing the condition of the stock in dollars as well as kinds, and the gross and net profit for the week. If things happen to go wrong one week he corrects it at once. It is these figures that make him master of his business. Such figures can easily be kept in any shoe store by giving up a little time to it each day. If there is anyone here who does not know how I will gladly show him.

#### Interested and Satisfied Employes Big Asset.

In conclusion let me remind some of you big merchants who know the value of stock turnovers that there is another turnover equally as important, and that is the help turnover. You make money by turning your stock often and lose money in help turnover.

It is your duty to look after the welfare of your clerk. Every good man is entitled to earn a living and something besides, or he is dissatisfied. You cannot expect to get the best there is in him unless he is satisfied. Large mercantile houses are solving this problem by making the worthy employes partners to the net profits. The employe who has been with the house six months or longer gets a dividend on his past earnings. This sounds big and is big to the employe, but really not so big to you.

For example, a \$100,000 business which earned a net profit of \$10,000 has paid out about \$10,000 in salaries, about 25 per cent. of this is paid to floating help, such as extras or clerks who have not been with you six months. You will then pay 10 per cent. on about \$7,500 worth of salaries—this equals only three-quarters of one per cent. on the business. This amount can easily be made up in extra profits by interested clerks. But when you pay dividends, p. m.'s or bonuses, do it gracefully as if you are glad to do it, otherwise you lose the goodwill power.

#### Rochester Style Show

**E**XHIBITING manufacturers at the Rochester Style Show were generally of the opinion that prices will go even higher—certainly there was no present indication of a reduction. Several new models were displayed, a white shoe with black stitching and black eyelets attracting considerable attention. Heels were noticeably higher—a condition brought about, it is said, by the lengthening of women's skirts. The idea is that the long skirt inspires a tendency for shoes to be longer in the vamps with higher heels because a shoe with a short vamp and low heel would be hidden by a long skirt. Black satin boots seemed to be favorably received and a number of orders were booked. Rochester manufacturers, however, are desirous of conforming to the United States government restrictions, which do not expire until June 1, and consequently there were very few deviations in style.

There is little use looking for trade through the windows or door of your store. If there is one thing that causes the passer-by to hurry by, it is to see a clerk or the proprietor standing at a point of vantage staring out. A watched person is always uncomfortable—so get the habit of making yourself as inconspicuous as possible until the customer actually enters the store.

## Glazed Kid Takes a Jump

ONE of the largest glazed kid manufacturers in the United States has just sold his entire output of black kid at 76 cents for export, which is a jump of 6 or seven cents a foot. Colored kid is quoted from \$1.05 to \$1.10 on the domestic market. These abnormal advances, coming just at a time when one would naturally expect some decline, seem to indicate that a large export business will have the effect of maintaining, or even increasing, the present high cost of all kinds of leather. As indicating conditions on the Boston market, the following item from the Shoe and Leather Reporter is interesting:

Glazed kid is firming up in New England and prices at the present writing are promising to go beyond the dealers' control. Some grades of black leather have been quoted at 70 cents, but it is questionable if any quantity of this stock could be had at this price. The lower grades of suitable stock are also pretty well cleared up and a very small quantity of this stock is to be had. News of the recent rise in the glazed kid export market has had its effect on the domestic markets and sales have been talked of at \$1.15 for colored goods in the Boston market. The high speculative prices prevailing in the primary raw stock markets have forced the tanners here to seek a greater margin of safety for stocks of kid on hand. Quotations have consequently been marked up sharply, which has had the usual effect of bringing increased buying; 70 cents is regarded as a bottom figure for actual business on extreme grade of Brazilian blacks with some tanners asking higher figures. Top selections of Patna black 65 to 69 cents as to tannage with some quotations running above. Stocks are closely cleaned up except on low grades. Raw skins from India are coming forward more slowly than was anticipated, and the tannery output is expected to be short for some months to come. Back orders for some European countries are now being shipped more freely. One tanner made a shipment of 100 cases to Greece which had been held up for almost one year. British buying for storage here appears to be increasing. Certain leading tanners are discouraging speculative buying by shoe manufacturers on the ground that despite a world shortage of kid, the excessive advance in raw stock markets is incompatible with the falling tendency in other commodity price levels and that further stimulation is not to the best interest of any branch of the trade.

## Well Known Toronto Retailer in California

MR. WARREN T. FEGAN, proprietor of the Big 88 Shoe Store, Toronto, is now, with his family, enjoying a well-earned vacation in California. Mr. Fegan took the middle-western route through Chicago, Denver and Salt Lake City, and while in Chicago wrote of his observations in shoe and leather circles. He has always been a firm believer in the value of meeting other retailers in other cities and learning something of their business methods and outlook of the styles situation. The following extracts from his letter are, therefore, of particular interest:

"I have visited a few of the main shoe stores and met their managers. There is a desire upon the part of all to put into operation some plan whereby better service may be rendered by their employees. Prices are much the same as in Toronto, although many January sales are being held. Styles are no different. For

spring, oxfords and pumps will be strong. Most of the oxfords are made very light, having covered wooden heels. Grey and field mouse are being shown a great deal. A long vamp, recede last, with fairly large buckle, pump or Colonial, is also being shown. These



Mr. Warren T. Fegan

styles are all made for us in Montreal. Was in Marshall Field's basement women's shoe department and found it a perfect beehive—no less than 110 salespeople being employed in that one department—nearly as many as I have at the Big 88 on a Saturday."

Mr. Fegan also states that he "hiked" out to the stockyards and had a good look at the genuine article on the hoof. We sincerely trust he will return from his holiday very much refreshed, mentally and physically.

## Meeting of Ontario Shoe Manufacturers

A MEETING of the Ontario Shoe Manufacturers' Association was held recently at the Royal Connaught Hotel, Hamilton. As this was the annual meeting of the Association, the election of officers for the ensuing year took place. These are: Hon. Chairman, Mr. A. Brandon of the Brandon Shoe Company, Brantford; chairman, Mr. G. W. McFarland, Williams Shoe Company, Brampton; vice-chairman, Mr. C. E. Hurlbut, Hurlbut Shoe Company, Preston; directorate, Messrs. J. A. Dunbar, F. A. Ahrens, J. A. Walker, G. H. Ansley, G. H. Charles and W. S. Duffield.

Mr. Brandon, retiring chairman, delivered an address in which he referred at some length to the year's work of the Association. Dr. W. A. Riddell, superintendent of the Ontario Trades and Labor Branch of the Ontario Government, spoke in an interesting manner of government employment agencies and his talk was well received. Mr. Fryer, Deputy Vocational Officer for Ontario told of the work of his department in re-establishing soldiers in civil life. He urged that manufacturers extend every patience to returned men—especially those who had been wounded. They had been through a very trying ordeal and it was everyone's duty to extend them every consideration.

The special committee appointed some time ago to look into the matter of standardizing cartons, present-



ed their report of proposed sizes which, if adopted, will simplify packing problems, permit standardizing packing cases, enable cartons to be cut more economically by the maker and, not the least important, will benefit the retailer who may install standard and uniform shelving.

In the evening a very enjoyable dinner party was held, at which the spirit of good-fellowship was further extended.

### Toronto Stores Join in Early Closing

**A**N advertisement recently appeared in the Toronto papers over the signatures of H. & C. Blachford, Limited, Owens-Elmes, Limited, and the Walk-Over Boot Shop, three of the leading Yonge Street shoe shops. This advertisement read as follows:

#### THAT WE MAY SERVE YOU BETTER

We, the undermentioned shoe firms, have always endeavored to give the utmost in service to our patrons. We believe that the shortening of the shopping time on Saturdays, the busiest day in the week, is a step in the right direction, as well as an improvement in conditions for our employees.

We have agreed, therefore, that, commencing February 1, our stores shall close each Saturday evening at 6 o'clock, the same as other days.

We know that you will gladly co-operate and arrange to do your Saturday shopping before six. This rule will apply throughout the year.

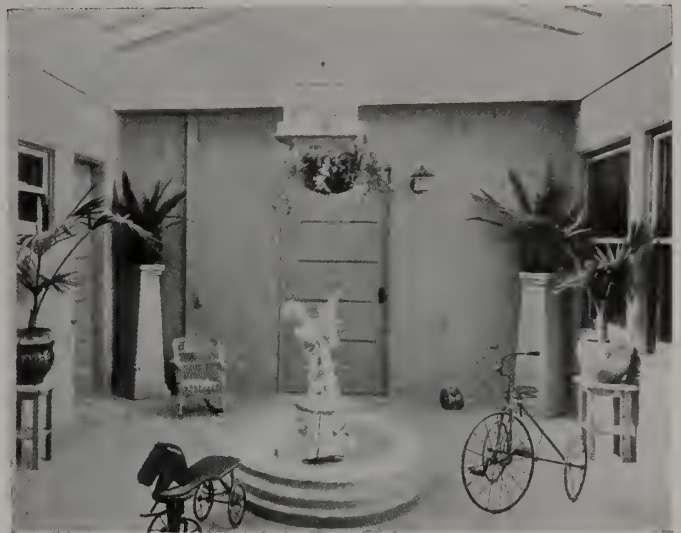
This is, we believe, a decided innovation among down-town merchants. Evidently they have reached the common conclusion that their's is a class of trade quite able and willing to shop in the daytime; business men who prefer to do their purchasing during noon hour or in the afternoon, and women who have the leisure and, as a matter of fact, always do their shopping in the afternoons. Such an early closing arrangement would not be suitable for those stores catering more particularly to the working classes, but for the more exclusive shops the idea is certainly a good one.

### Have Opened Women's Department

**T**HE Hartt Boot & Shoe Co., Limited, Fredericton, N.B., have added a ladies' department to their retail store, 467 St. Catherine St. West, Montreal. The company have had a men's shoe store at this address for several months, and as they have added a full range of ladies' goods to their lines, it was decided to put in a ladies' department in the Montreal store.

In order to obtain the necessary additional room, a partition has been removed from what was formerly the rear of the store, this giving a further space of 30 x 26 feet. The arrangement of the store has also been remodelled; under this plan the women's department is at the right on entering the store and the men's department at the left.

The interior trim, show cases, and fixtures are of Italian walnut throughout. At the end of the ladies' department a ladies' rest room, with lavatory, has been fitted up. It is furnished with a mirror, dressing table and chair, a settee and a large standard electric lamp. The wall panels are of Italian walnut with plaster



Children's playroom provided by a large Southern Shoe Store—  
They say it is a great attraction

above. The entrance to the rest room is hung with plush portieres. Adjoining this room is a small reserve store room, the balance of the stock being kept on the two floors above. The storeroom is reached by a door in the centre of the rear panels. Persian rugs are laid throughout the store and in the rest room.

In order to carry out the alterations it was necessary to remove the office, which was formerly at the side of the store. A considerably larger office has now been placed in the centre of the floor. This is square in form and affords accommodation for office work, cashier, safe and a number of drawers. Behind the office is a shoe shining stand. The scheme of show inserts in the fixtures previously carried out has been repeated in the addition to the store; these are electrically lighted from the interior and exhibit to great advantage the goods displayed. Two of these inserts are placed in the panels at the end of the store and face customers who patronize the shoe shining stand.

Two additional show cases of Italian walnut, electrically lighted from the interior, have been placed in the front section of the store. These show cases have glass sides and are long and narrow; they are very neat in appearance and also serve to break up the view from the entrance.

The store is one of the most finely furnished in the city; the entire arrangements are harmonious in color and are very attractive. Mr. E. J. Hanlon is the manager.

### W.S.S. Not Trading Stamps

A large Toronto department store recently advertised War Savings Stamps with each purchase—the number of stamps varying with the size of the purchase. It has been announced by the War Savings Stamp Committee however, that it was not intended that that thrift stamps should be used as trading stamps and that instructions had been issued to see that this practice is not indulged in.

Statistics prepared by the United States government show that wearing apparel of all kinds, including shoes, advanced an average of 93 per cent. during the fifty-two months of war.

## Shoeman Elected Deputy-Reeve

Mr. H. A. Graham, shoe retailer, Burlington, Ont., was elected Deputy-Reeve by a majority of one hundred and eight over his opponent. Mr. Graham has served the town as member of the Water Commission for four years. This is the first



Mr. H. A. Graham

year for Burlington to have a deputy-reeve, owing to the fact that there has not, until this year, been a thousand names on the voters' list.

## Eight and a Half Inch Height Favored

**T**HE Trades Conference Committee, representing all branches of the shoe industry—retailers, manufacturers, tanners and travelling salesmen, held their annual meeting recently at the Astor Hotel, New York. One of the outstanding topics was the question of women's styles, and it was almost universally agreed that 9-inch boots are rapidly coming into popularity in medium grades. Retailers of high-grade footwear, however, were positive that 9-inch tops would not be bought or sold by them, believing that the 8 and 8½ inch pattern was better for their trade. The following are recommendations passed by the Committee:

Reaffirmed the action of the War Service Committees of the industry in adhering to and continuing to observe the restrictions on styles and shoes until June 1, when all restrictions will expire.

Decided that the standard height of women's lace boots for Fall, 1919, carrying all the heights of heels, should be 8½ to 9 inches, measured from the breast of the heel at the side to the centre of the top at the side, 4 B size to be the standard model.

Endorsed the style recommendations for Fall and Winter, 1919, adopted at a meeting of the War Service Council of the Industry at the Astor Hotel, New York, Dec. 11. These recommendations were: limiting colors for women's shoes to three shades of brown—medium and dark brown and beaver brown; medium and dark gray, bronze, black, white and patent (black) leather; 8½ inch tops for lace boots (which the Conference subsequently voted should be changed to include boots with 9 inch tops); limiting the height of women's button boots to 8 inches, but registering opposition to the introduction of button boots during 1919; the use of pieced and foxed patterns; the use of lasts that measure 1½ sizes over standard and the non-use of needle toe lasts.

Authorized the appointment of a committee of three, consisting of one retailer, one manufacturer and one wholesaler, each representing his National Association, to prepare

and insert a statement in various trade papers, informing all branches of the industry of the colors of leathers the industry approves for use in women's shoes for the Fall and Winter of 1919.

The appointment of a Styles Committee, to consist of representatives of the National Associations of retailers, manufacturers, wholesalers, last manufacturers, travelling salesmen, pattern makers and textile manufacturers. This committee will meet at intervals and consider the trend of style in footwear and report back its conclusions to the Conference Committee.

## New Colors in Kid

Although not permissible under the United States restrictions an attempt is being made to introduce two new colors in kid. One is a light gray and the other ivory, in a shade that has less of a yellow cast than the old ivory, popular some time ago. Although it is thought in some quarters that there will be very little demand for ivory, a few samples of it will be seen in some manufacturers' new models.

A prominent Brooklyn manufacturer informed the assembled shoemen that the trend was distinctly toward needle toes, and that at present he is selling more shoes made over this last than any other; in fact, he said orders were coming in such numbers that he would be compelled to buy more lasts of this style. A Philadelphia manufacturer went on record in favor of the 9 inch pattern, stating that "everyone wants them now," and always, of course, with Louis wood heels.

This view seemed to be the opinion of most manufacturers and retailers of medium priced lines, but when high grade men, like John Slater, of J. & J. Slater, and Sam Frank, of Frank Bros., and J. R. Leycock, of Hanan's, New York, were asked their opinion of 9 inch tops, they one and all said they did not believe in that height and that they would not consider buying or selling them. They were unanimous that 8½ inches was the correct height for women's stylish boots. Mr. Slater went on record stating that if women wear longer and narrower skirts an 8 or 8½ inch top was sufficient, for, he said, as skirts come down the height of tops would come down, and when skirts were short the height of boots would be increased.

A Rochester manufacturer said that many of his customers were writing in for 9 inch boots, especially dealers in Chicago, where it was reported the women are not in favor of the new long skirts, preferring the shorter models, which have been so popular.

The consensus of opinion was that 9 inch boots in medium priced lines will be popular, but that 8 or 8½ inch tops would be the only correct thing in high-grade lines.

C. Q. Adams, of the Bristol Patent Leather Co., Boston, raised an important point when he urged the necessity of manufacturers using pieced and foxed patterns, instead of whole quarter and full foxed patterns, in view of the scarcity of the top selections of calf, kid and side upper leather. He said if the trade went strong for whole quarters and full foxed patterns its action would immediately increase the cost of the better selections of all upper leather, whereas the general use of pieced patterns would help to stabilize and control leather prices and the cost of shoes.

A Toronto merchant remarked the other day that he was not at all disturbed by the lying statements in competitive advertisements. "You cannot," he said, "build a business on a foundation of falsehood."

# Co-operation Should Not Be One-Sided—A Few Suggestions to Retailers and Manufacturers

By Mr. L. R. Greene

WE hear much discussion as to the possibilities of co-operation of the manufacturer and dealer. Unfortunately, we do not as yet appear to have generally arrived at a proper idea of the meaning of this much used word "co-operation." "Co-operation" from the standpoint of many manufacturers means the dealer should do just what the manufacturer wishes him to do, and that the dealer should feature such manufacturer's goods in preference to those made by rival manufacturers.

On the other hand, to a good many dealers, this word "co-operation" means that the manufacturer should make all the concessions the dealer has a mind to suggest.

The important thing then is for both manufacturer and dealer to broaden out, each to get in some measure the other fellow's viewpoint and to be willing to give and take. Working together much may be accomplished for the common good.

The retailer who is alive to the possibilities of co-operation, naturally gives special attention to the products of those manufacturers who appreciate the value of working with the dealer. Such a merchant is building a progressive and successful business.

Many manufacturers believe that probably after the war will come an era of keener competition than we have yet experienced. If increased prosperity comes to us with a further great development of Canada, it will mean that on this country will be focused the eyes of many foreign manufacturers who will come to this market to place and distribute their goods. So now is the time for the Canadian manufacturer to thoroughly entrench himself with the dealer. It is even worth while for the retailer to aid the manufacturer in shaping his plans to fit the retailer's needs. Working together, both will benefit. If such a spirit is predominant throughout the country, it will never be said that we business men of Canada, with our wonderful heritage, failed to play our part in the development of our country through a lack of foresight or through selfishness. Bigness of view is necessary to us all. It will pay in the long run.

The German nation claimed a great efficiency. They had it in many directions, and this efficiency was largely the result of compulsory co-operation, iron-bound and enforced with the mailed fist. We in Canada live in a democratic country, and if we fail to develop our businesses along the best modern lines, it will be largely because we lack the spirit to co-operate voluntarily.

So let us come down to a little closer analysis of the problem we have before us, the co-operation of dealer and manufacturer, and what each may suggest to the other so as to draw together on the best working basis.

Now, what can the dealer expect? First of all, he

expects the manufacturer's salesmen to be well posted on their own line of goods and on business conditions affecting their sale, so that they can instruct the dealer on the selling points and put him in the right position to properly explain and demonstrate the goods to the consumer. The salesmen should be more than simply order takers. They should understand the principles of merchandising.

I remember well the remark of a department manager and buyer in a large department store. He spoke particularly of the representative of one of the firms from which he bought. He explained why he featured the lines made by that representative's house. "They were of good quality, but not of better quality than several similar lines of other manufacturers. But the man who represents that house is well posted. He always comes to me with information and ideas he has picked up on his travels around the country and through the educational methods of his house. This is all helpful to me and of value in my work. I appreciate the assistance given me by this salesman, which aids me not only in pushing his lines, but helps me in my general merchandising plans. Therefore, I give special attention to his lines." The manufacturer is truly co-operating with the dealers when he posts his men so that they carry valuable information to the dealers and are a helpful factor in producing better merchants.

The dealer wants information about lines served up to him in an untechnical way, so that he in turn can explain the goods to his customers. By giving such correct information, he not only makes a sale, but the customer understanding the use of the goods, gets full satisfaction.

The dealer wants co-operation in the way of giving him a living profit. This does not mean too great a liberality in that direction, too great a margin usually encourages price-cutting on the part of some who have that tendency. Average wholesale prices not only to give a fair profit, but also consider the dealer's needs from that same standpoint.

The dealer wants co-operation in the way of honest goods, a product that he can get behind and recommend and know that it will give satisfaction to the consumer. The dealer's customers usually hold him personally responsible for the goods and not the manufacturer. The customer may have little or no knowledge of the manufacture, but he does know the dealer, and when he pays the dealer money, he expects a square deal. The dealer should not be embarrassed by giving him goods that are not up to the claims made for them.

The retailers expect that in manufacturers' advertising and selling plans, they will consider his view-

*It is Well to Make Plans Ahead but Don't Make Them in Cast Iron.*

point and work out the details to fit in with the average dealer's requirements.

### What Can The Manufacturer Expect?

On the other hand, What can the manufacturer expect? What should the manufacturer expect of the retailer?

That where a demand has been created in a legitimate way, the retailer will give the manufacturer's goods a showing in his stores and not substitute other lines unfairly.

That the retailer will use the advertising furnished him by the manufacturer, particularly if sent to him upon his request or with his consent, that he will not "build chicken-houses or coal bins with iron display signs," nor feed the wastepaper basket with expensively printed booklets or folders, window trimming material, etc., which the manufacturer has prepared to help the retailer market his merchandise.

That he will not disturb trade conditions and rob himself and other merchants of legitimate profit by cutting prices.

One great problem for the manufacturer is how to obtain the active interest of the retailer in his (the manufacturer's) advertising. Certainly the first step is to thoroughly post his own salesmen. Sell them the plan, let them realize its value as a business getter, and so stir up their enthusiasm. Coach them thoroughly in every detail until each man on your sales force is in a position to explain the whole idea to his customers. You can't expect a dealer to co-operate in a campaign, the object and details of which he has little or no knowledge. It is logical to make the manufacturer's sales force the greatest factor in posting the trade, and yet many a well planned campaign has fallen far short of a full success, simply because they were not in harmony with it or behind it for everything that was in them.

It is often well worth while to undertake the extra expense of mailing comprehensive broadsides or folders giving the dealer the story of the advertising drive, show how it is reaching the consumer, and how it is well worth his while to tie up to it and reap the benefit in the way of bigger sales.

There is no question but that advertising, if in sufficient volume and sanely conducted, produces demand, be that advertising, magazine or newspaper, billboard or sign, direct by mail or one or more of the many other effective methods. It pays the dealer then to display and push any product which is being forcefully advertised to the public in his locality. By doing so, he focuses on his own business the interest aroused in the line advertised. He draws customers to his store and not only has the opportunity to sell them the advertised line, but his other merchandise as well. He makes new customers and holds his old ones. He builds a reputation of being alive, progressive, up-to-the-minute.

### Backbone an Essential of Good Merchandising

"While I am always willing to make good any legitimate defects in the goods I sell, and to consider any complaints, I find it sometimes necessary to draw the line," said a Montreal retailer. "In some instances I have discovered that shoes have been burned, unintentionally of course, but customers have wanted me to replace the goods, on the ground that the shoes

have proved unsatisfactory. This is rare, but it has occurred in my experience. One of the nerviest examples that came under my notice was that of a woman who changed the shoes twice before finally deciding on what she considered to be the right shoes. She was difficult to fit, and I thought I had at last satisfied her. Against my advice, she wore the shoes home after making the purchase. To my surprise she turned up two or three days later, and wanted me to again change the goods—although they had been worn in the rain,—suggesting that I had friends who might be glad to buy the shoes at a slight reduction. I declined to accept this suggestion, and told her plainly but politely that what she desired was not within reason. I had already changed the goods twice, and that to me was the limit, especially as the goods had been depreciated by being worn."

### Pushing Accessories Creates Better Merchandising

**D**O retailers sufficiently appreciate the opportunity for making a little extra profit by stocking and prominently displaying shoe accessories, such as polishes, laces, etc.? This is business which is strictly within the province of a shoe retailer, and it is not only a convenience to his customers, but is the source of additional revenue. Many of the goods can at present be obtained from stores other than shoe stores, but more and more of the trade will be diverted into its legitimate channels if shoe retailers will make a point of pushing these lines. One progressive Montreal retailer always has on hand a large display of polishes, etc., these being placed in a position where they are bound to come under customers' attention. "I find," he stated, "that since I prominently displayed the goods that the revenue from them has very largely increased. The mere fact of the goods being brought under the customers' notice is a reminder that they often require them—and of course, I benefit. The individual sales are not of large amounts, but in the aggregate they bring in a very satisfactory profit. It is of little use stocking the lines unless you push them, and a prominent display goes a long way to effect this purpose."

### Patience Should Be the Shoeman's Middle Name

"Shoe retailers must have a more than ordinary stock of patience," said a Montreal retailer. "Some prospective buyers are very trying; they do not appear to know what they want, and it requires a lot of tact to deal with such people. If I kept all the goods I am asked for—some of them quite out of the way—I should have a stock of extraordinary variety. It is difficult to make some understand that the ordinary retailer can only carry the goods for which there is a live demand, and that it is not a business proposition to purchase lines which may be on the shelves for many months, depreciating in value and representing the investment of a large sum of money. We want to turn over our stock as quickly as possible, and therefore we buy what we consider will sell. But retailers make mistakes, and we sometimes find to our cost that certain goods which we believed would prove the best sellers prove to be the reverse. This means an inevitable loss, and is undoubtedly one of the most serious drawbacks to this line of business."

## Merchandising Broken and Discontinued Lines

**T**HIS subject, one of the most practical of all those discussed in the round table talks at the National Convention, was handled by Frank P. Meyer, of Danville, Ill. Mr. Meyer emphasized, in a brief but "peppery" talk, that the first point to remember in this connection is right buying in the first instance, for the simple reason that proper buying will go toward eliminating left-overs to be disposed of.

"Buy for your own trade," said Mr. Meyer. "Buy what they want, what they should have, and left-overs will not be a problem."

He pointed out that in any event the disposition of broken lines and left-overs is more of a problem in the shoe trade than in any other line of retail business, owing to the number of sizes and widths in each model which the retailer must buy, and that this fact makes it all the more necessary to use intelligent methods in disposing of such goods.

The use of p. m.'s was strongly recommended by Mr. Meyer, as he declared emphatically that without an incentive there is no reason for salespeople to sell the old or otherwise undesirable shoes. There must be a system in the use of p. m.'s, however, in his own store, for example, a separate section, known, of course, only to the sales people, being used. To avoid the danger of sales for the sake of the p. m. only, Mr. Meyer said he has the salesman put his name on the carton, and too many come-backs of such shoes mean the removal of the salesman's name from the p. m. list of the store. A 25-cent. p. m. is given.

Clearance sales are one of the best methods for the

disposition of left-over merchandise, the speaker said. He has two a year, well advertised, and disposes of all left-overs. The importance of honest and trustworthy advertising of such sales cannot be too greatly emphasized, however, because otherwise the public will not patronize them.

Speaking of slow-moving shoes, the desirability of the owner of the store spending at least four hours a day on the floor was suggested, as this puts him directly in touch with what is going on and frequently shows that the sales force is not pushing a given shoe and why. Frequently this can be adjusted, and a slow mover turned into a good seller.

Many retailers listening to the discussion contributed valuable suggestions, indicating not only that the sale of odds and ends is a matter which receives much thought, but that it is successfully handled in most stores. It was emphasized and agreed to by all that the sooner the retailer takes his loss on bad numbers and left-overs the better, and the less the amount of the loss.

A unique plan used by one shoeman, he said, was the establishment of a separate store where the left-overs and odds and ends from his principal stock are handled, together with cheap shoes of other sorts, thus giving a profitable business. The suggestion that a basement department can be utilized to dispose of broken lines was accepted, with the qualification that it will work only in the larger cities, 50,000 being about the minimum.

## Retailers Discuss Cancellations and Early Closing

**C**ANCELLATIONS of goods in process of manufacture and early closing formed the principal subjects of discussion at a meeting of the Montreal Shoe Section of the Retail Merchants' Association of Canada, held on January 15th. Mr. Geo. G. Gales presided.

Mr. L. Adelstein read a letter from the secretary of the Shoe Manufacturers' Association of Canada, enclosing a resolution passed at the recent conference, asking the aid of the retailers in the correction of the evil of returned merchandise for trivial causes and cancellations of orders after goods are in process, to the end that what are termed 'floor goods' may be lessened in quantity, thus materially lowering the source of supplies of the fake sample shoe stores or so called factory outlets. A further resolution from the Association was to the effect that manufacturers shall not give credit for any shoes that have been worn, without being allowed fair credit for such wear as the shoes have been given.

The chairman suggested that the retailers would be glad to co-operate with the manufacturers on the lines named, such action being of benefit to the retailers.

Mr. Singer was in favor of the manufacturers looking after themselves, and the retailers doing the same thing.

Mr. Adelstein thought that they should discuss the

question of cancellations of orders with the manufacturers and arrive at some solution which would be of mutual benefit. He pointed out that since the retailers and manufacturers in the United States had got together they had been able to alleviate a number of grievances and come to a better understanding. There was no reason why retailers and manufacturers in Canada should not proceed along similar lines.

Mr. J. G. Watson suggested that the resolution was rather a reflection on members of the association; he did not think that members of the association were guilty of the practices indicated in the resolution. In any case the remedy was in the hands of the manufacturers themselves, who could refuse to deal with retailers known to be guilty of the action complained of. He was willing to co-operate with the manufacturers' Association, as the abolition of the evil referred to would be of benefit to the merchants who were doing a legitimate trade.

Mr. Adelstein pointed out that as the manufacturer had the right to cancel an order sent into him, so the retailer had the right to do the same, provided, of course, the goods were not in process of manufacture.

The chairman said the retailers had everything to gain by working with the manufacturers. He had found the average manufacturer a fair, broad-minded business man, and he was strongly in favor of getting

together to discuss questions arising between the retailer and manufacturer.

On the motion of Mr. Watson, seconded by Mr. Singer, it was resolved: "We are pleased to welcome the new association and promise our co-operation in all matters for the betterment of the boot and shoe business. In the matter of the specific complaints submitted for our consideration we will be pleased to have the manufacturers apply the remedy lying in their own province in dealing with their individual customers, and the benefit will accrue to the retailer doing business in honorable ways and legitimate business methods."

The question of early closing was discussed at great length. There is a movement in the city to amend the civic by-law referring to early closing, and resolutions had been passed at two meetings of the general retailers of the city in favor of closing on Monday, Tuesday, Wednesday and Thursday, at 7 o'clock, instead of two evenings a week as at present. The shoe retailers passed a resolution in favor of closing on the four evenings named, the chief point of discussion being as to whether it should be at 6 or 7 p.m. The meeting decided in favor of the latter time, it being argued that it would be to the disadvantage of the retailers in the suburbs if the time were fixed at 6 o'clock. In the by-law provision is made for exemption to the early closing rule on days preceding holidays. Mr. J. G. Watson was appointed the delegate of the shoe retailers to confer with those who will bring the subject before the city council.

Mr. Charles Holmes of the Montreal Publicity Association, asked the retailers to attend a series of five lectures by Mr. Frank Stockdale, of Chicago, to be held in Montreal in March next. These will be on retail merchandising and should prove of benefit to retailers.

On the motion of Mr. Singer, seconded by Mr. DeLaunier, a resolution was passed in favor of a banquet being held with a view to boost the membership, and Messrs. Singer, De Launier and Adelstein were appointed a committee to report as to the arrangements.

It was decided to hold the meetings on every second Thursday in the month.

### Buy-in-Kitchener Campaign

THE News-Record of Kitchener, Ont., has been conducting a "Buy-in-Kitchener" campaign for some time, using one full page in their paper each week. In the centre of the page is printed a good, snappy argument in favor of patronizing local merchants and surrounding this are the business cards of a number of the Kitchener merchants. The heading on the last page to hand was: "If you buy out of town and I buy out of town, what will become of our town?" That's surely to the point.

The following are typical of the business cards inserted by Kitchener shoemen:

We handle a well selected stock of boots and shoes of national reputation. Ladies' and gentlemen's shoes in all colors and the latest fashions. Buy-in-Kitchener is right. J. Hessenaur & Sons.

I am building up a nice business in boots and shoes by giving a square deal. A big line of all the best makes at very low prices. See me and "buy-at-home." Charles J. Seyler.

You cannot fit shoes by "absent treatment" and you know that when you buy shoes by mail you take long chances on comfort, fit, quality and style, and invariably



Military Shoemaking Class at Kingston, Ont., using Goodyear Repair Outfit

you pay higher prices than we would charge you for shoes of equal worth. John Agnew, the Home of Good Shoes and Fair Prices.

It is up to you to know you can do better with us than from any mail order house. We will beat their prices any time in a full range of boots and shoes. Make us prove it. A. Sippel & Son. Where the good shoes come from.

### The Rule of Six Explained at the Recent St. Louis Convention

BY this rule the retail selling price of a shoe is determined by adding a cipher to the cost, and dividing by six. This gives a retail figure which provides a gross profit of about 40 per cent.

It was brought out that in the larger cities an overhead cost of 30 per cent. or less may be expected, while in the smaller towns, on account of lower rents and other costs, the figure should run around 25 per cent. If it is more, in either case, there is danger, and the merchant should investigate. These percentages, of course, like all others, are percentages of the selling price. Managerial and selling expenses was said by the speaker to run about 13 or 14 per cent.

In this connection, the necessity for proprietors making due allowance—not less than 5 per cent.—for their own services as managers, as well as for the use of their own property and capital, was emphasized. It was pointed out, for instance, that unless this is done the net income will show up much larger than it legitimately should. In short, every legitimate expense of the store should be taken into account in reckoning overhead, no matter who furnishes the service or the property used; because it is only by so doing that store records can be made to perform properly their function of showing a true picture of the business.

### Accounts Missing

"Fire do much damage in your store last night?" asked one of the boys of Uncle Eben Sander, the village storekeeper.

"Didn't hurt my stock or the building much," replied the old man, "but them gosh dinged firemen turned the hose on my slate and I dunno where I stand this morning."

# Things Your Advertising Should Aim To Do

Publicity Methods That Have Helped One Retailer—A Good Rule is Never To Make a Rule—Did You Ever Notice the "Sin" in Advertising?

By Mr. John F. Raab\*

**A**DVERTISING covers a large field. It also covers a multitude of sins. I have committed some of them myself. All I can say is, that I have tried to avoid making the same mistake twice. After being in the retail shoe business for 15 or 20 years, and being a more or less consistent advertiser during that time, I have some rather firm convictions on the subject, at least as far as refers to my business. One good rule in advertising is never to make a rule. What is one man's meat is another man's poison. Methods that work well for one store may be a flat failure for another. I can only tell you of my own experience.

## Keep At It.

In the first place, I believe absolutely in keeping everlastingly at it. I don't believe that there is any short and easy way to succeed through advertising. A business can be built without advertising, but it can be built more quickly and surely with advertising. In other words, advertising ought to be regarded as a part of the business.

In the second place, I believe that any one operating a shoe store with a big general public appeal will find the newspapers to be the best possible medium. It is the same with newspapers as with shoes—the best are the highest priced. They are also the cheapest in the end. An Eastern manufacturer of men's fine shoes says that their shoes "cost more by the pair and less by the year." Similarly, some newspapers may cost more by the inch but less figured by the number of sales they make for you.

## What Advertising Does.

Now, I think that your newspaper advertising ought to do two things for your store. It ought, first to influence the good will of the public towards your store, and, second, it ought to increase the confidence of the people in your store and in your business methods. Indirectly this, of course, will make sales. Of course, it goes without saying that it is the height of folly to advertise a business that is not conducted honestly, and with a firm determination to give good values and good service. Nothing will expose the weakness of a business like advertising. No store that is built on an improper foundation can stand the result of successful advertising. I mean by this that the business that your advertising will bring will be worse than no business at all unless the merchandise sold through the advertising proves satisfactory to the purchaser. Advertising requires a merchant, if he is to be successful in the long run, to sell only thoroughly dependable merchandise.

## Good Will and Direct Sales.

In addition to creating good will for the store, advertising can give the public the impression that your store is the leader in style and value giving. I think these are the big things your advertising should aim to do. Then, it should also be aimed at the creation of direct sales. Maybe you think that I am emphasizing

too much the general good-will value of advertising. I don't think I am. Whenever the time comes that you do want to put on a big sale, such as a season's clearance, the response of the public will be in proportion to the general confidence in your store, your values and your methods, and these can be very largely built up during the season by the character of advertising that you are doing. At least, that is my experience.

## Advertising to Women and Men.

When it comes to responsiveness I have noticed a marked difference in advertising to women and to men. Of course it is a pretty well established fact that women are more responsive to sales than men. I think that the average man is frankly skeptical toward sales. Neither does he look for sales in the way in which women do. I do know, however, that men will respond to sales advertising if you are advertising goods in which they have confidence. I believe too, that men are less responsive to newspaper advertising than women, and for that reason I am rather a firm believer in other methods of advertising shoes to men. Street-car cards have been rather successful with us. They have the additional advantage of allowing you to show your goods in life sizes and also natural colors. Young men are influenced by style features, and that is, of course, what appeals especially to women, rather than value, although it goes without saying that the shoes



Mr. Henri Viau, L.I.A., of Montreal, who has just been elected secretary-treasurer of the Shoe Manufacturers' Association of Canada. His specialized training and expert financial knowledge will be of great assistance to this new organization.

\*Before National Shoe Retailers' Convention, St. Louis.

must be thoroughly good if they are to keep their style and give satisfaction to the wearer. But for advertising purposes it pays to feature style.

#### Use Space Regularly—Feature One Shoe at a Time.

As far as space in the newspapers is concerned, our own experience has been that moderate sized space,



Mr. John Sinclair, of the Barrie Tanning Co., Barrie, Ont., recently elected vice-chairman of the Tanners' Section of the Toronto Board of Trade. Mr. Sinclair is universally liked among the trade.

used frequently, and featuring only one particular style of shoe at a time, is the most successful. Our store has not run any large shoe ads. for a good many years. We have aimed to show exactly the style that we are featuring at the time, having drawings made from the shoes themselves, and we have found that women will read a rather minute description of the characteristics of the particular style featured.

#### How Much to Spend.

As far as advertising appropriations are concerned, I believe that a shoe store doing a general business can well spend 2½ to 3 per cent. of its total sales for advertising. I am a firm believer in making a definite appropriation, and while this should be flexible, so as to allow for developments during the season in case of need, the advertising should be planned on some logical basis. People naturally get accustomed to a certain style of ad., and it is a mistake to change the style too frequently, in my opinion. Where newspapers will sell preferred positions, that is, next to reading matter, I believe it is well to pay the extra charge for it. I would rather use less space and have it in a good position than use larger space mixed up with other ads.

#### Advertising Should Be Truthful.

One thing that shoe merchants ought to do is to take a firm stand for truthful advertising. It is an unfortunate fact that a great deal of advertising is not believed. If it were believed, we could all cut our advertising expenditures away below the present mark, and get much better results. The honest merchant suffers from the faults of his less truthful brother. Perhaps I should not say less truthful, because what in many cases appears to be a wilful misstatement is often

merely an exaggeration due to over-enthusiasm of the advertiser for his merchandise.

#### Take the "Sin" Out of Advertising.

If all advertising can be made more truthful and more sincere, it will become even a greater force in the building of a business than it is to-day, and I believe that it is one of the greatest forces that we have. I think that the whole argument for advertising can be pretty well summed up in the old-fashioned phrase—"The wheel that squeaks is the one that gets the oil." And I think that we all want more "oil" in our business.

#### A Distinct Loss to the Shoe Trade

**F**RANK W. SLATER, president of the Eureka Shoe Company, Three Rivers, Que., died of pneumonia at his Montreal residence, on January 21, at the age of 52. Mr. Slater was widely known in the shoe trade, belonging to a family whose name is a household word in the Canadian shoe business. His father was the founder of the shoe manufacturing firm of G. T. Slater & Son, and the four sons also entered the same line of business. Mr. Geo. A. Slater is head of Geo. A. Slater, Ltd., Montreal; Mr. Charles Slater is connected with the Tally-Ho Shoe Co., Quebec; Mr. A. J. Slater is in the United States, but formerly was a shoe retailer in Montreal, while the late Mr. F. W. Slater was noted for his sales ability.

The late Mr. Frank W. Slater



He was formerly with the Eagle Shoe Co., Montreal, manufacturers of the Frank W. Slater "Strider" Shoe. Subsequently Mr. Slater became interested in the Eureka Shoe Co., of which Mr. Geo. Beaufois is secretary-treasurer. A short time ago Mr. Slater was appointed president of the company. The factory was moved from Montreal to Three Rivers, and is now located in the fine building erected by the city for industrial purposes.

#### Export Licenses Not Now Required

**T**HE British Trade Commissioners in Canada Mr. G. T. Milne, at Montreal, and Mr. F. W. Field, at Toronto, have received cable advices from the Department of Overseas Trade (Development and Intelligence), that the following wide range of British manufactures have been placed on the free list, and now require no export license: Artists' materials, athletic goods, bicycles, but not tires, bicycle accessories (various), buttons except military, horn and vegetable ivory, cigar and cigarette holders, china and earthenware, china clay, clocks, cutlery, drugs (various), fancy goods of paper, ivory, leather, etc.; films subject to censorship, flower seeds, fountain pens, furs (dress, dyed or manufactured); glassware, hardware (iron and steel builders); hats, household effects of wood, iron or steel, ink jewellery (imitation or pearl), laces, laundry machinery, ledgers,



marble, mineral waters (unsweetened), musical instruments, office furniture, pictures, paintings, phonographs, photographic materials (not chemical), razors, (safety and blades), ribbons (silk), spectacles, sewing machines, wallpaper.

Lists of goods for which export licenses are still required for shipment from the United Kingdom will shortly be in the hands of the British Trade Commissioners noted above. They will also be advised weekly, by cable, by their department in London of the goods removed from such list and any alterations thereto. The British Trade Commissioners will be glad to take up these matters with local importers and others interested.

The following are some of the principal commodities for which licenses are still required: Abrasives, agricultural machinery, cement, chemicals (various), coal and coke, oils, pipes (cast iron), packing cases, railway material, resins, coal tar products, copper (wrought and unwrought, including wire); alloys, dyes, foodstuffs, food for live stock, glue, iron angles, bars, billets and constructional material, steel angles, ingot plates and similar raw materials, textile machinery, textile yarns, fibres and waste; tin plates, war material, wire rope, wood and timber.

The prohibition of the exportation of raw materials does not extend to goods manufactured from such materials.

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## Breaking of Backs and Seams at the Bend of the Heel

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**A**N old-established shoe retailer and shoemaker has written us, setting forth what, in his opinion, are glowing defects in modern shoemaking, although remedies are ready to hand in each case. With regard to the breaking of backs and seams at the bend of the heel, he says: There is a constant recurrence of this evil—an evil easy to remedy if taken at the proper time. There is no part of a boot subject to a greater strain in walking and in putting on and off the foot than the back seam and its immediate surroundings just above the stiffening. In a high-leg boot the strain is even more pronounced than in a lower cut—say  $5\frac{1}{2}$  to 6 inches. This is easily understood when you consider the mechanical principle in which a long lever exerts more power than a short—hence a high leg exerts more strain than a short leg boot—all the more noticeable in this day of high-tops.

A simple remedy, if adopted, would almost entirely remove the cause of so much damage in every class of boot. In closing the back seam add a double or second row as far as the strained portion extends—the second row quite close to the first, or in the same holes. This will cause a slight increase of seam at the heel bend, but if sewn the proper distance from the edge and properly rubbed down it will not be noticeable in the finished boot. In addition to the outside back strap, or inside seam stay, put a reinforce of good drill—such as is used for boot lining—a semi-heart shaped piece  $2\frac{1}{2}$  to 3 inches wide at the top and  $3\frac{1}{2}$  to 4 inches long, gradually tapering to a point at the bottom. This should be sewn in with the back-strap or inside stay stitching. The warp of the material should run in line with the back seam so that its fullest strength is assured and should be lasted in with the stiffening. In placing, the reinforcing ma-

terial may be cemented to the quarters or held in place by the stitcher.

Should the stitching at the back of the foxing wear off at the surface, or give, the reinforcing which is placed between the lining and the outside and lasted in at the seat, keeps the parts in place and prevents the stretching and displacing which otherwise occurs.

This is not an innovation, as the writer has used the method for nearly 50 years and would not consider a pair of boots, for which he is responsible, safe with-



"Foot Films"—a new bedroom slipper made by L. B. Evans' Son Co., Wakefield, Mass. This slipper, on account of being made without a last, is finished in the fitting room and the overhead expense is very low. Comes in brown and black kid.

out it. He strongly urges its general adoption as a really worth-while knack of "Ye Olde Time Shoemaker."

### Heels Pulling Off Skating Boots

Another point raised by our correspondent is the matter of heels pulling off skating boots. Now, he says, is the winter of the shoe dealer's discontent. He is continually annoyed and harrassed by the heels pulling off skating boots. He is held responsible, but is not to blame, because the manufacturer has failed to secure the heels properly. In this connection manufacturers should follow that old motto—"Anything worth doing is worth doing well." Their experts should visit among the shoe retailers and shoemakers finding out in just what way their shoes are lacking—not in appearance to the eye, but in wearing quality. Remedial measures should be applied to shortcomings so discovered. I may state here that shoe manufacturers and superintending staffs are not sufficiently brought face to face with the defects in their product. The shoes are disposed of by dealers at a distance from the factory. As considerable time and expense is involved the dealers chooses what he considers the lesser evil and "fixes it up" with his customer, thus withholding many valuable object lessons from the factory staff.

With regard to skating boots I may say that although the heels are apparently secured by the addition of an extra number of flathead nails which appear to be driven through the heel and clinched on the insole, I have found through many investigations that the nails are not long enough to clinch on the insole—thus leaving the heel insecure at the foundation.

### Merchants Discuss Reforms

**T**HE annual convention of the Retail Merchants' Association of Canada, (Eastern Ontario and Ottawa district), was held in Ottawa recently, the following officers being elected for the ensuing year.

Mr. H. Watters, Ottawa, president; Mr. L. N. Poulin, Ottawa, first vice-president; Mr. D. V. Sinclair, Belleville, second vice-president; Mr. T. W. Collins, Ottawa, treasurer; Mr. D. V. Sinclair, auditor; Mr. J. C. Campbell, Ottawa, secretary.

Three resolutions formed the principal topics for conversation. The first of these had to do with the subject of taxation and the recommendation contained was that "if any change be made in the Assessment Act reducing the percentage on the business tax, that the percentage be reduced, as far as the retail trade is concerned, from 25, 30 and 35 per cent. to a flat rate of 10 per cent. in all provinces."

The second resolution dealt with the question of wholesalers selling at retail. It impressed upon the Dominion executive "the necessity of taking some definite and prompt action at once, so as to prevent a large number of wholesale merchants from selling goods direct to the consumer."

The third resolution urged upon the Provincial Board the necessity of securing, if possible, a Small Debt Court for Ontario. In this connection Mr. Trowern stated that some such legislation as is in force in Quebec would meet the situation, as it would provide means whereby the small debtor would be able to pay into the court a stipulated amount every week and this could be applied pro rata in payment of his obligations.

All of these resolutions were adopted.

### Presentation to Mr. C. E. Lepinay

**T**HE approaching marriage of Mr. C. E. Lepinay, of Legace & Lepinay, Quebec, with Miss Bertha Boutin, was the occasion of a gathering of tanners, leather and findings men in the office of Mr. J. A. Scott, on January 24, when a very complete and handsome cabinet of silverware was presented to Mr. Lepinay. It may be assumed that any gathering of this nature in Mr. Scott's office is carried through with his characteristic thoroughness. The capacious office lent itself to just such an occasion. After drinking the toast to the bride and bridegroom, there was a round of speechmaking, practically everyone contributing to this part of the proceedings. The business acumen of Mr. Lepinay was dwelt on, while naturally there were congratulations on his approaching marriage. Mr. E. J. Holliday, representing Footwear in Canada, complimented the trade on having such a spirit of good fellowship that they could gather so happily on such occasions.

There was an abundant supply of good things in the way of refreshments. Mr. Lucien Borne being in chief charge of this department. No gathering of this nature is complete without Mr. J. A. Scott singing "Allouette." This he did in great style.

After the marriage ceremony Mr. Lepinay and his bride sailed for Europe.

It may be noted that Mr. Scott has in course of construction above his office, club rooms for such gatherings as the one referred to and where the Quebec leather and shoe men may always feel at home.

The following firms were represented: Messrs.

Edg. Clement, Ltd., Wilfrid Cantin, J. A. Cloutier, J. E. Lamantagne, P. Dugal & Matte, Regd., U. Deslaurier, J. & S. Pouliot, Richard Freres, Jos. Laliberte, Pierre Blouin, Regd., Breithaupt Leather Co., Ltd., Edg. Shee, Dupree & Garant, W. Blais, O. Sam-



Mr. C. E. Lepinay

son, A. Cote, J. P. Parent, Alfred Boivin, J. A. Scott, Naz. Fortier & Co., A. Racine & Freres, and Lucien Borne.

### Tanning Sealskin in British Columbia

**M**OST of the leather used by the big boot-making establishment of the J. Leckie Company, Vancouver, is tanned in a plant in South Westminster. Leckie boots are known particularly well in the West for their splendid wearing qualities. They are manufactured in various styles—men's and boys'—and the company state that the demand is greater than the capacity of the factory. The close proximity of the tannery is advantageous, not only in supplying leather to the factory promptly, but also in trying out new raw materials that may be secured in the province and on the northern Pacific coast. A recent development is the tanning of seal hides—not the valuable fur seal, but what is called the hair seal, found in abundance on the Pacific coast. The hide is well adapted for boot purposes, being of good weight and highly waterproof. It tans into a pale colored leather which many shoe men designate "pearl." Some very excellent seal leather is turned out at the New Westminster tannery which is located on the south bank of the Fraser, across the river from the city.

The skin of the whale has also been tried out but the cost of preparation was found too great to permit the leather to be used commercially. It is, however, of great strength and doubtless some use will be eventually found for it. The hide of the white elk, one of the species of deer found in British Columbia, is also used.

Shoe manufacturers all seem to be fairly busy although a prominent tanner of sole leather remarked the other day that they are buying on a hand-to-mouth basis, possibly anticipating lower prices, which, in his opinion, cannot be looked for this year.

## Breithaupt Leather Co. Expanding

AS indicating to some extent the confidence in Canada's future held by the majority of our industrial leaders it is interesting to note that the Breithaupt Leather Company, of Kitchener, are making preparations for a greatly extended business. In addition to the tannery at Kitchener, the company have plants at Penetang, Hastings and Woodstock. The Kitchener tannery has been entirely rearranged within the last few weeks, necessitating an increase in the number of employees. The tannery at Hastings, which was destroyed by fire a short time ago, is being rebuilt according to the most modern practice and will be devoted to the manufacture of Trent Valley oak sole leather. This plant will be operated from power generated at the company's own plant on the Trent River.

With the completion of additions and improvements in the four tanneries, the Breithaupt Company will be able to handle over twenty-two hundred sides a day. The Kitchener tannery will manufacture hemlock and oak; the Penetang plant will turn out the well known "Penetang" hemlock brand and the Woodstock tannery will manufacture "Royal" oak.

The distribution of sole leather to the shoe factories is usually made in full sides, crops, backs or bends, but where the demand is for cut soles, these are supplied by the Provincial Cut Sole Company, under the supervision of Messrs. Paige and Hoyer. Practically all shipments of leather are made from the company's warehouses in Kitchener.

The business was established in 1857 by the late Louis Breithaupt, father of Messrs. L. J. and J. C. Breithaupt, president and secretary-treasurer, respectively, of the company. Some years before moving to the hamlet that was then called Berlin, the late Louis Breithaupt used to accompany his father periodically from Buffalo to Ontario to buy hides. (Seven generations of the Breithaupt family, by the way, have followed the tanning business.) Buying hides was quite a different matter in the days of 1850 to what it is now. In those pioneer days, when there were very few railroads and when the modern means of communication were in their infancy, horse-back and tramping over the trail on foot through forest and swamps, or crude wagons over miles of narrow lanes through the timbered stretches of country were the common ways of travelling between here and Buffalo. And the journey was not made over night as it is to-day. Weeks were required to go back and forth.

The young tanner came here and went to the pioneer hewer of timber on the homestead and bought hides. There were calf, sheep and in fact all kinds, which he purchased and took to Buffalo. On the return trip from Buffalo he brought back leather which was tanned from the hides which had been collected in this way. His venture was a success and soon he opened a little room where now is the office of the president of the company in the big offices on North Queen Street. There being free-trade in those years the business kept on growing and in 1857 he entertained the idea of establishing a tannery here and manufacturing leather. Thus was the business launched which has grown from a small beginning to the present large proportions.

In summing up the reasons for the changes now being made the company express their complete faith in the growth and prosperity of Canada; there will

without doubt be a more steady and increasing development than ever before and their desire now, as it has always been, is to assist in the building up of our great country.

## Popular Traveller Passes

The death occurred recently of Mr. Fred P. Beemer, who for the past four years has represented the Blachford Shoe Manufacturing Company in Western Canada. He had just returned from a successful trip when he was taken ill. He was a twin brother of Captain Harry G. Beemer, O.C. of the Discharge Depot at the Exhibition Camp, Toronto. They were born in Brantford forty-four years ago, their father being in the wholesale shoe business in Brantford. Mr. Beemer became connected with J. D. King & Company, A. E.



The late Mr. F. P. Beemer

Little and others before joining forces with the Blachford Company. He was universally liked and his place in the trade will be difficult to fill.

## A New White Heel Finish

THE Boston Blacking Company, of Cambridge, Mass., and Montreal, Que., state that their new white heel finish, "Wonder-White," is being well received. Heretofore, heel finishes were all of the same type, requiring rubbing up and finishing. This new product is made in three different forms—Nos. 1, 2 and 3—the No. 1 finish requiring no other work than that of applying it, and drying with the bright finish so necessary on some types of shoes. No. 2 finish is applied in the same way, requiring no rubbing up and drying with a semi-bright lustre. No. 3 finish dries very dull and is graded to produce any dull effect required. For unglazed shoes the No. 3 finish is particularly suitable. The Boston Blacking Company state that "Wonder-White" is more elastic, hardens so that it becomes part of the heel, firmly clinging to the leather or wood, and will not chip even with hard usage. Another decided advantage is the ease with which it can be cleaned with soap and water without injury—just as often as the wearer of the shoe desires.

# How to Organize a Repair Department

An Address by John Baird, of Columbus, Ohio,  
Before the National Shoe Retailers' Convention



**I**N considering the growth of the repair department and how to organize it, a number of things must be borne in mind if the organization and growth are to be of a substantial nature.

Paramount in importance is the securing of experienced factory trained men; men who will not be content to have a job leave their hands looking "cobbled," but rather those who will attempt to judge the finish of their work by modern factory standards.

Next in importance is equipment. And under this heading we should expect to include every modern device known to the trade for the purpose of saving labor or improving the finish of the work. The days of the old fashioned hammer and awl cobbler are gone. It is interesting to make a comparison of the job turned out by the old timer and the neat, well finished work that leaves the average modern shoe repair shop. The smoky oil lamp, the old fashioned burnishing iron and the wood edge stick are poor substitutes for the modern edge setter and burnishing wheel.

## Quality Must Be Considered.

Next, we should consider quality of materials. We have found in our business that quality pays: You can not get good results out of poor soles on the stock you sell, then why should you expect to get good results out of poor sole leather in the shoe repair department? Silk thread for patching and work on uppers, linen thread for sole stitching, high quality burnishing inks, waxes and cements pay big dividends in satisfied customers.

And please do not forget that you are entitled to a legitimate profit on every job. It takes money to run a shoe repair factory, and your profits can safely be figured on about the same basis as your store profits. Many dealers have tried to run their repair departments on such a close margin that the line of demarcation between profit and loss has been so faint that the repair department could not be a paying proposition. This is foolish and unnecessary. The public will pay a fair price for service rendered. It is, of course, necessary to make this service of such a high order that a difference in price, if such a thing exists, will be a matter of small consequence. Quality pays in the repair game as in anything else.

## Advertising the Repair Shop Important.

When business is dull and you want to stimulate it the most natural thing to think of is advertising. The fact is when you make up your mind to stimulate business under any and all conditions your mind naturally turns to advertising. And, let me say right here, that in this respect the shoe repair department is often neglected. Now there is no real reason for this neglect. If your money is tied up in leather and findings and shoe equipment, it is just as necessary for you to make that money produce for you as it is the money invested in your shoe stock. To all intents and purposes the proposition is similar. And, besides, your repair shop

is an essential part of your business, and deserves the same attention and the same nursing along accorded your store. Many a customer has been made for the store by doing some difficult job of repairing in a satisfactory way. So let us not forget that the successful organization and operation of this department requires advertising. There are many good ways in which this can be done. The newspapers are effective, and you can probably reach more people through them at a given price than in any other way.

Package inserts are good, and they reach the home of your customers. But the objection to this method is that they do not widen your sphere. You make an appeal for additional business to people who already trade with you, so taking it all in all, the newspaper advertisement is the most effective.

## Good Work Advertises Itself

A shoemaker who can do a neat job putting new counters in a shoe or new toe-boxes, one who can turn out a first-class job of cutting a shoe down at the top, or putting in a "V" successfully and to the customer's entire satisfaction is bound to popularize a repair shop with the people in its vicinity. Women have acquired a habit lately of having heels changed. Unless you can turn out a good job of this kind you are overlooking a big opportunity, for a good shoemaker will do this work so well that you will be advertised by the people with whom you deal.

Your equipment must be right to enable you to make money. Many valuable minutes are saved by the new devices with which you are familiar, and who will deny that a machine stitched sole and the machine edge and heel finish is superior to the old fashioned method? As for materials—get the best, and charge accordingly. It is poor business to put in a dollar's worth of labor on a nickel's worth of material. We have found that it is no trouble to secure a price for repairing that is adequate and that justifies the use of the best of leathers and findings. Results count—always—and when customers get good results from your work they will entertain kindly feelings towards your store, and as we all know good will is our most valuable asset."

## Repairers' Banquet in March

**T**HE Toronto Shoe Repairers' Association held a well-attended meeting in their rooms in Forster's Hall on Thursday, January 23, with Mr.

J. W. Hendry, the new president, wielding the gavel. A considerable amount of routine business was taken up and the question of the Association's annual banquet was discussed. The date for this has been fixed for March 5th, which falls on Wednesday, and the place will be the Carls-Rite Hotel, corner Front and Simcoe streets. Last year the banquet room was found to be too long and narrow, but this year the committee selected a place that will be suitable from every standpoint.

## Shoe Repairers' Show Windows

IT is a very noticeable and regrettable fact that shoe repairers' display windows are, in about five cases out of ten, dirty, untidy and generally repellent. Is it because shoe repairers have all the business they can handle or because they underestimate the value of a "clean front"? If for the former reason there is certainly a grievous lack of foresight evidenced in deliberately overlooking opportunities to build a foundation for future business. But perhaps it is the latter reason—the value of the window is not appreciated. Every repairer knows, however, that a dirty motor will not pull; if his machinery is sticky and gummy it will be lacking "pep"—if he has an automobile he knows the aggravation of a dirty engine.

And there isn't any more "pull" to a dirty window than there is to a dirty engine.

Of all the shopkeepers on the face of the earth, the shoe repairer seems to be the most careless of his personal appearance and the appearance of his store. A diamond in the rough assuredly, but even a diamond is more valuable when properly cut and set.

## Hamilton Repairers Elect New Officers

AT the annual meeting of the Hamilton Repairmen's Association, on January 2, the election of officers for the coming year resulted as follows: J. Jarvis, president; A. Miller, vice-president; A. R. Wilton, secretary-treasurer; Messrs. Jarvis, Tebbs and Wilman, executive committee. Mr. J. Ross, the retiring president, spoke of the work of the Association during the past year, emphasizing that their splendid feeling of fellowship had been a good thing for them all. He referred also to the outings they had enjoyed—the annual picnic at Niagara Falls, the visit of the Toronto repairers and so on. On taking the chair, Mr. Jarvis clearly announced his intention of making things hum during the coming year.

## Repairers Should More Than Ever Look to Their Service

THE other day we heard a shoe repairer complaining because business was quiet. This is not unnatural. With the war over, people are not so keen about having their footwear repaired and, whether or not shoes in the retail stores are any cheaper, we believe the feeling exists with many people that it is no longer necessary to practice such rigid economies with their wearing apparel.

Now, the point we have been hammering on continually for the last year or so, is that shoe repairers should have anticipated the very condition that now exists in many quarters—a very sudden and serious falling off in trade. The repair shops, we said, must be placed on a par with other business establishments. The dirty windows must be cleaned and kept clean; the windows must be attractively dressed and changed at frequent intervals; the untidy and mussy shops must be cleaned out and the repairer must more consistently endeavor to sell the idea of shoe repair service. And yet is there any shoe repairer in the Dominion who can write us and say that he has conscientiously prepared for this after-war period?

You may have advertised, or you may intend to advertise, but what is the use of advertising if you do

not look the part? You yourself would hardly expect a slovenly workman to live up to the claim that his work was the acme of neatness and perfection.

A repair shop has just one thing to sell and that's shoe repair service. The shop that sells poor service is a poor shop. The shop that sells good service is a good shop. And good service implies a clean shop, clean windows and general neatness. Therefore, it should be the object of every repairman to sell his customers the very best service and the very cleanest service possible. The public soon gets to know which are the poor shops and which are the good ones, and the good shops are least likely to suffer during any trade relaxation.

A report from Haverhill indicates an increasing demand for patent leather in moderate priced shoes.



**Don't Throw Away Your Old Shoes**

Give them a new lease on life, another chance to serve you.

Just because the heels are run down at the corners or the soles are worn to tissue-thickness, does not mean that their possibilities are exhausted.

Bring them to us, and we will make them fit for many more months of service. We'll call for them if you wish, and send them right back—strong, shapely, and comfortable again.

**Modern Shoe Hospital**

## Ames, Holden's New General Sales Manager

**M**R. CHESTER F. CRAIGIE, who has been appointed general sales manager of Ames, Holden, McCready, Ltd., Montreal, in succession to the late Mr. Roy Dildine, was born in Rochester, N. Y. He graduated from Rochester University in 1906, and while going through the college course joined the reporting staff of the Rochester Herald. Later he became the city editor of the Rochester Post & Express, and in 1909 was appointed advertising manager of Utz & Dunn, shoe manufacturers, Rochester, later having charge of the firm's "in stock" department. In 1913 he went with Rice & Hutchins, Inc., Boston, as manager of the Educative Sales Department, and during his connection with that firm, came in contact with some of the largest retailers in the United States. He stayed in Boston until last August, when he was appointed advertising manager and assistant sales manager for Ames, Holden, McCready, Limited, Montreal, the late Mr. Dildine at that time succeeding Mr. Feltes, as general manager and general sales manager. Following the death of Mr. Dildine, Mr. Craigie was appointed, on January 1st, general sales manager of the company.

## Scholl Salesmen Meet in Annual Session

**T**HE annual Eastern and Western salesmen's convention of the Scholl Mfg. Co., the well-known foot comfort appliance manufacturers, were held simultaneously in Chicago and New York, Dec. 26-31. Those present at the Chicago meeting were salesmen from territory west of Pittsburgh, and including Canada. The eastern representatives met at the New York office, where the session was directed by J. K. Ingalls, Eastern Manager.

Great interest attached to the address by Dr. Wm. M. Scholl, president of the Company, who outlined plans for 1919 before both conventions. "We consider," said Dr. Scholl, "that we are selling the dealer not simply foot comfort appliances, but a service that will help him to be a better shoe merchant and business man. Therefore the keynote of our campaign will be 'Co-operation.'

"You must give the shoe dealer," continued Dr. Scholl, "such information as will, in addition to permitting him to more readily fit his customers, enable him to correct their foot troubles and show them how to prevent their recurrence. Do this and your dealer will stand head and shoulders above his competitors. Through the Scholl course in Practipedics—the science of foot comfort, this essential information is extended to the dealer and his clerks, increasing their earning power by developing their sales ability.

"For 1919," said Dr. Scholl, "we have prepared a

most comprehensive advertising campaign, which through the use of national mediums of large circulation, will be of a dominant character. A most important feature of our advertising will be that directed to physicians. Full pages in a number of the leading medical journals will be used. Beyond this we expect to co-operate with the dealers even more closely than ever before.

"This co-operative work," he continued, "will be directed by the new Department of Sales Promotion. A monthly dealer service will provide the dealer with window trims, electros for use in his newspaper, and circular advertising, lantern slides, booklets and circulars, and form letters which he may have multi-graphed to send to his trade."

In conclusion, Dr. Scholl stated that while 1918 had been a banner year for the house, he confidently expected that it would be over-shadowed by 1919, "for," said he, "the dealer who avails himself of the service we offer will build prestige along with business, and so attract the best trade of his community.

D. W. Landon, treasurer of the company, spoke on "Salesmanship and Its Relation to Trade." He emphasized the importance of salesmen impressing on the customers the fact that the Scholl line is so complete it is unnecessary to stock up with a variety of other lines. Other speakers and a general discussion followed Mr. Landon's address.

## Heel Company Expanding

The Fred W. Mears Wood Heel Company, of Haverhill, Mass., have recently taken over the plant of the City Slipper Wood Heel Company. This addition will give the Mears Wood Heel Company double their former capacity, making them one of the largest wood heel producers in the country.

## New Slater Catalogue

An advance copy of the Slater Shoe Company's new catalogue has just come to hand: Each page shows a cut of a slate, and a cut of a shoe is displayed prominently showing through the slate. The booklet is printed in colors, and the slate trade mark is made good use of. In all over forty lines of in-stock goods are shown.

A large Toronto manufacturer of women's fine footwear says there will be no reduction in prices this year—as a matter of fact there may be increases on some lines. He has plenty of orders on hand.

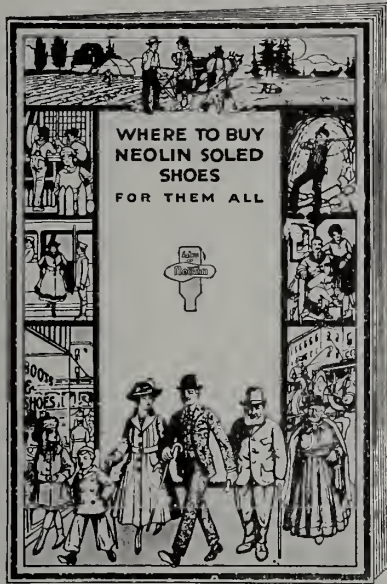
The value of cut price advertising is far less than that which shows a business built on stability of prices and merchandise.



Convention of Eastern and Western Scholl Salesmen—The gathering at Chicago

### New Neolin Directory

THE Goodyear Tire and Rubber Company of Canada, Limited, Toronto, have just issued a unique directory, the title of which is "Where to Buy Neolin Shoes for Them All." The company state that, in spite of the fact that Neolin is being used generally by most manufacturers, the impression has prevailed that this sole was applicable only to a limited number of styles of shoes. They,



therefore, wrote to all the manufacturers in Canada and asked them to write about their attitude. This booklet contains the replies that were received and also a separate list of 93 Canadian shoe manufacturers who use Neolin on all classes of shoes. The directory will be sent to any retailer on request, together with a copy of the Neolin Style Book, which shows cuts of different Neolin-soled styles.

### Scholl Film Attracts Attention

DEALERS attending the National Retail Shoe Association convention at St. Louis, January 6, 7 and 8th were much interested in the exhibit of the Scholl Mfg. Co., at the Statler Hotel. A very complete display was made of the full Scholl line of appliances and remedies, but the feature that attracted the most attention was the moving picture film, which was run on a screen every thirty minutes, all day long. The reel is 250 feet long and requires about four and a half minutes to run off. It was filmed on the famous Michigan Boulevard, Chicago, and first shows the crowds of pedestrians. "Close-ups" are shown of the busy boulevardiers' feet as they pass to and fro, and then we see a fair maiden in distress, or at least so it would seem, from the expression on her face. She limps over to one of the waste receptacles, sits down on the box, and loosens the shoe on the painful foot. Friendly passers-by direct her to a near-by shoe store, which displays a full line of Scholl appliances in the window. As she enters the film shows another "close-up" in which the shoe salesman carefully looks at her foot, shows her what is the trouble with it, and how to correct it. A Scholl

Arch-Support is fitted to her foot, and she leaves the store perfectly satisfied.

The film is very interesting, and at the finish there appears the sub-title "The Scholl Foot Comfort Appliances and Remedies are carried by —," and here there is a space left for the insertion of the local dealer's name. This film will be furnished to Scholl dealers to run in their moving picture theatres, and indicates the progressive character of the co-operation furnished by the Scholl Manufacturing Co.

### Edmonds Shoe Company Increases Its Capacity

The Edmonds Shoe Company, Milwaukee, have recently increased their capacity 200 pairs per day. This new concern which was incorporated last June, is now daily turning out almost 1,300 pairs of one shoe in one in one leather over one last. Without any increase in price this firm is now using a genuine full grain calf skin of a dark, rich mahogany shade. This new leather, which is of straight chrome tannage, is exceedingly popular, so much so in fact, that this concern has purchased the entire output of the tannery for this one shoe which it is manufacturing. This leather is known as "Edmo" full grain calf skin. A change has also been made in the last, over which the Edmonds Everyday Shoe is made. The broad toe and wide tread at the ball of the original Munson has been retained, but the arch has been raised. Several improvements have also been made as regards the pattern. This shoe is narrow and shapely at the heel and follows the natural curvature of the foot at the back.

### Dr. A. Reed Shoe Dealers Meet in Conference

TAKING advantage of the representative gathering of delegates attending the National Shoe Tailors Association in St. Louis, the Dr. A. Reed shoe dealers held a meeting at the Hotel Jefferson, January 8th. The meeting was called by Mr. E. B. Steere, sales manager and a director of the J. P. Smith Shoe Company, makers of the Dr. A. Reed shoes for men. For the past two years the John Ebberts Co., makers of Dr. A. Reed shoes for women, have conducted a forceful national advertising campaign in conjunction with the J. P. Smith Shoe Co., and therefore both companies were jointly concerned in this meeting.

Many problems relating to the sale and advertising of Dr. A. Reed shoes were brought up, and the discussion was at all times of the informal, "round-table" nature. Such subjects as national magazine advertising, window displays, local newspaper publicity, working in closer touch with retail shoe clerks, and better service to customers, were talked about. S. J. Brouwer of Milwaukee, and Wm. Pidgeon, Jr., of Rochester, N.Y., told of their experiences in an interesting way, while other dealers entered heartily into the consideration of various questions as they arose.

Much good should come from such a meeting since an exchange of practical ideas among dealer and manufacturer enables each to form a clearer conception of the other's problems.

A well-known Toronto leather merchant states that there is no hope of any reduction in the price of kid leathers this year. As a matter of fact black kid shows a slight advance. High and low qualities are fairly plentiful, but mediums are scarce.

# FOOTWEAR FINDINGS

## Happenings in the Shoe and Leather Trade

C. M. Hall, of Bennett, Limited, Montreal, recently paid a business visit to Quebec.

I. C. Webster, representing the C. Moench, Son Co., leather manufacturers, Boston, has been calling on the trade in Montreal.

Waldo E. Stewart, of Richard Young & Co., Boston, leather manufacturers, was recently on a business trip to Montreal and Quebec.

J. A. Sinclair, of the Barrie Tanning Co., Barrie, Ont., was among recent visitors to Montreal, calling on the trade.

Mr. A. G. Mooney, of the A. G. Mooney Co., Montreal, recently paid business visits to Quebec and Ontario, and appointed Mr. E. R. Lewis representative for the latter province. Mr. J. P. Parent represents the firm in Quebec, where it is intended to open a warehouse, on St. Valier Street, in order to supply the trade with promptness.

Roy W. Johnson has been appointed advertising manager for Ames, Holden, McCready, Ltd., Montreal. Mr. Johnson has had many years' experience in advertising both in the United States and in Canada.

Walter Brown, business agent for the Boot and Shoe Workers' Union, states that the next schedule of the Union, to be presented in April, will demand a combination of shorter hours and a ten per cent. increase in wages.

The City Footwear Company, 174 Charlotte Street, Peterboro, recently advertised a winding-up sale, owing to the death of their manager, Robert Routly.

Sewers in the larrigan factory of the John Palmer Company, Fredericton, recently went on strike for higher wages. The company state that the lowest average is \$14.70; 75 per cent. average \$20 and a number earned up to \$26.50.

Ames, Holden, McCready, Ltd., Montreal, held a sales convention in the week beginning February 3. Various questions relating to sales, advertising, etc, were discussed. The following were in attendance: Mr. Chester F. Craigie, general sales manager, and the following branch managers: Messrs. F. A. Richardson, Vancouver; N. M. Lynn, Edmonton; E. P. Hall, Winnipeg; W. H. Pearson, Toronto; W. M. Angus, St. John; Ralph W. Clark, Montreal, together with the following special factory salesmen: Messrs. H. G. McCullum, Winnipeg; W. H. Stagg, Toronto; J. W. Burt, Montreal; S. C. Mitchell, St. John.

H. S. Campbell, shoe retailer and president of the Fredericton, N. B., Board of Trade, has returned from a buying trip to the upper provinces and states that there is little likelihood of reduced prices this year. While it is true, he says, that there have been some reductions in the price of materials, manufacturers claim that these have been more than offset by the increased cost of labor.

Louis Klaehn, foreman of the sole cutting department of C. A. Ahrens, Limited, Kitchener, died on January 15, from influenza. Mr. Klaehn had been with the company for twenty-four years.

P. Wallace, formerly with Scott-Chamberlain, Limited, London, has been appointed foreman of the sole cutting department of C. A. Ahrens, Limited, Kitchener.

J. C. Breithaupt, secretary of the Breithaupt Leather Company, Kitchener, Ont., has been re-elected by acclamation as Water Commissioner for the city of Kitchener for the twentieth term, indicating that the people of that city

thoroughly appreciate the painstaking service he has endeavored to give them. Mr. J. C. Breithaupt, like his older brother, Mr. L. J. Breithaupt, and his late father, Mr. Louis Breithaupt, has also been mayor of Kitchener.

S. B. Howden, of Watford, Ont., passed away at his home in Watford, on Tuesday, January 13, in his 70th year. He had been in the shoe business in that place for many years and up to the time of his death was actively engaged in his store.

John Loughlin, secretary-treasurer of the London Shoe Co., London, Ont., died recently.

A local of the Boot and Shoe Workers' Union has been formed in St. Thomas, Ont.

The death occurred recently of Mrs. Geo. J. St. Leger, wife of the president of the St. Leger Shoe Company, Toronto. The late Mrs. St. Leger was born in Ireland, 77 years ago, and for the past forty-five years had been a resident of Toronto. She took an active interest in her husband's business when the original store was at the corner of Queen Street and Denison Avenue.

Geo. Dunning, of Aylmer, has sold his Goodyear repair outfit to Mr. Bottrell, a returned soldier.

Mr. Beatty, of the Am-Bri-Can Distributors, was a visitor at the Boston style show.

C. A. Ahrens, of Kitchener, is leaving shortly for a trip to California, visiting the principal points of interest on the way. He will meet their western representative in Vancouver, and will "make" the western territory, with him on returning.

Members of the Retail Merchants' Association of Canada, at two meetings held in Montreal, decided in favor of closing retail stores at seven o'clock on Monday, Tuesday, Wednesday and Thursday, instead of two nights as at present. There was opposition to the proposal on the part of retailers in the suburbs, who feared that such a law would operate in favor of the larger stores. Mr. Geo. G. Gales, Mr. Vinette and Mr. C. R. Lasalle, of the shoe retailers' section, supported the early closing on the four nights.

J. R. Wells has severed his connection with the Canadian Consolidated Rubber Company and will represent in France, Belgium and Switzerland, the firm of Graton & Knight, Worcester, Mass., belting manufacturers.

Mr. Lester W. Packard, of L. H. Packard & Co., Ltd., shoe store supplies, Montreal, died at his home, Lansdowne Avenue, Westmount, on January 19th, after three days illness, the cause of death being pneumonia. He was the second son of Mr. Edward Packard, the president of the company, and had been associated with the concern for thirteen years. He was taken ill while returning to Montreal from a business trip to the United States.

W. G. Thomas, shoemaker, Markdale, Ont., has sold out.

Among recent company registrations in Toronto we notice the name of the British Slipper Mfg. Company.

J. B. Kilgour, of Kilgour's Boot Shop, Winnipeg, visited the Boston Style Show last month, taking in other shoe style centres on the same trip.

Richard Woodward, of the firm of F. E. Woodward & Sons, shoe supplies Montreal, has returned to Montreal from his military duties in the States, where he enlisted



some months ago. "Dick," as he is familiarly known, is again on the job for his firm.

Adelbert Dugal & Frere, shoemakers, Montreal, suffered loss by fire and water recently.

M. B. Steine, wholesale boots and shoes, Montreal, suffered fire loss recently. Loss fully covered by insurance.

Mr. O. G. Trudeau, of Trudeau & Son, retail shoe dealers, 42 St. Catherine Street East, Montreal, died recently at his residence, aged 66. He was in the shoe trade for 22 years, and lived for many years in the U. S.

Mr. Alf. Lambert, of Alfred Lambert, Inc., Montreal, has been elected first vice-president of the Montreal Chamber of Commerce. At the annual meeting he declared that the country was tired of being governed by commissions, and now that peace had come they wanted to have Parliament act in the old way. The period into which we had just entered was likely to be even more difficult than that through which we had passed, and he looked to the Chamber of Commerce to face many problems on behalf of the merchants.

Mr. Colin Campbell Demsmore, formerly of the Jenckes Machine Co., Sherbrooke, has been appointed secretary-treasurer of the J. M. Stobo Co., Ltd., shoe manufacturers, Quebec.

Mr. John Tebbutt, of the Tebbutt Shoe & Leather Co., Three Rivers, was recently in Montreal, showing samples to the jobbers.

The J. M. Stobo Co., Ltd., Quebec, has been incorporated with a capital of \$100,000, to acquire the business of shoe manufacturers carried on by Mr. J. M. Stobo. The incorporators are Messrs. J. M. Stobo, manufacturer; W. Q. Stobo, manager, Quebec; C. M. & R. H. Mills, salesmen, Montreal; and C. C. Demsmore, accountant, Sherbrooke.

W. A. Hamilton, of the W. B. Hamilton Shoe Company, Toronto, is spending a few weeks in Florida with his family.

Mr. W. A. Moore, sales manager for Beardmore & Company, leather manufacturers, has just undergone an operation.

A. W. Donovan of the E. T. Wright Company, St. Thomas, is recovering from a recent sickness.

The Hewetson Company, of Brampton, recently opened a branch factory at Orangeville, in charge of Mr. Homer Denney. About twenty hands have been engaged and this number will be doubled shortly. The company makes children's lines, but at present only the uppers will be made at Orangeville and the shoes finished at Brampton. A large plant will be erected in the spring capable of turning out 1,200 pairs per day. The Brampton factory has been turn-

### A Permanent Resting Place

We were recently in conversation with a traveller for a leading Canadian jewellery firm and our talk drifted around to the mail order business. "Why, in your opinion," we asked him, "do the mail order houses get so much trade from the small towns?" "Well," he answered, "in most of the stores in towns where I call they have the same dead flies in the windows that were there on my previous visit."

We told him he'd certainly said a pageful. How does it strike YOU?

ing out approximately 850 pairs a day, but the company expect a very large business in the near future.

The Amherst Central Shoe Co. Limited, have purchased a warehouse at the corner of Rose and Dewdney streets, Regina, Sask. Mr. Geo. H. Anderson, the local manager at Regina, left recently for a trip through Montreal and Boston, and will visit the company's headquarters at Amherst, N.S. The following are the travellers connected with this branch: Foster Fraser, Northern Saskatchewan; A. C. Paddock, Southern Alberta; A. A. Weaver, city salesman; W. J. Dougherty, Southern Saskatchewan, and H. S. Reynolds, Northern Alberta. S. P. Meston is credit manager, and Harry Simpson, shipper.

W. Meyers has opened permanent sample rooms in the Queen's Hotel, Toronto. He handles the lines of La Parisienne Shoe Company.

E. P. J. Smith recently registered at the Queen's Hotel, Toronto. He represents the Rena Shoe Company, Montreal.

Geo. C. Wilson, has joined Gale Bros., Quebec, Que., as sales representative. He was formerly with the James Muir Company, Montreal.

A repair shop has been opened in Vancouver by J. Emery, who comes from Alberta.

W. A. Clark, shoe dealer, Queen Street East, Toronto, has offered his business for sale.

### Good Side Lines Wanted

Wanted by Winnipeg commission firm, one or two good side lines to Jobbers and Mail Order firms; established connection; references. Apply to E. R. Coleman, P. O. Box 362, Winnipeg, Canada.

THE NEW  
UNIQUE TRADE  
MARK OF THE  
COBOURG FELT  
CO., COBOURG,  
ONT. THE "K"  
IN KIMMEL HAS  
FOR MANY  
YEARS BEEN  
SYNONYMOUS  
WITH QUALITY  
IN THE FELT  
SHOE BUSINESS





# Now is the Time to Cash in on Rubber Sales

Make quite certain  
you are liberally  
stocked with the

## Independent Rubbers

They provide you  
with "Just the thing"  
for every customer

"Royal" "KantKrack" "Dainty Mode"  
"Dreadnaught" "Veribest"

*Ask any of these Leading Jobbers:*

Amherst Boot & Shoe Co., Ltd.,  
Amherst Boot & Shoe Co., Ltd.,  
E. A. Dagg & Company,  
A. W. Ault & Company, Limited,  
White Shoe Company,  
McLaren & Dallas,  
The London Shoe Company, Limited,


Amherst, N.S.  
Halifax, N.S.  
Calgary, Alta.  
Ottawa, Ont.  
Toronto, Ont.  
Toronto, Ont.  
London, Ont.

Kilgour, Rimer Company, Limited,  
The J. Leckie Company, Limited,  
James Robinson,  
Brown Rochette, Limited,  
T. Long & Brother,  
Dowers, Limited,

Winnipeg, Man.  
Vancouver, B.C.  
Montreal, Que.  
Quebec, Que.  
Collingwood, Ont.  
Edmonton, Alta.

**The Independent Rubber Co., Limited**  
MERRITTON ONTARIO

**100 Years of Good Shoemaking**



No. 315  
MEN'S PATENT PUMP, TURN

**MENS, BOYS, and YOUTHS  
TURN PUMPS and OXFORDS**

—Now in Stock—

**PATENT AND DULL CALF**

Men's B-D, Sizes 6/11	.....	\$3.25
Boys' C-E, Sizes 2½/5	.....	2.85
Youths, C-E, Sizes 11½/2	.....	2.50

**BOSTON OFFICE—110 Summer St.**

**L. B. EVANS' SON CO. WAKEFIELD, MASS.**

## The New "EASTERN" Shoe Lines

offer big possibilities to Jobbers desirous of handling a first-class product at popular prices.

We will be pleased to show you a very complete assortment of shoes for Misses, Children and Infants for Spring and Summer, upon receipt of a post card from you.

*See us when in Montreal*

Write us now.

### The Eastern Shoe Manufacturing Company, Limited


152 Frontenac Street  
Phone—La Salle 2561 MONTREAL

**We Can Save Money for You on Your  
Shipping & Packing**

## H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



**The Hinde & Dauch Paper Co.**  
of Canada Limited  
TORONTO ONTARIO

MANY MORE DESIGNS BESIDES THESE



**Make Your Show Windows Pay Your Rent**  
Many Sales are made on the Sidewalk  
**Window Display Fixtures**

A Wonderful set of Patented Interchangeable Window Display Fixtures for displaying Men or Women's Shoes. Set will give 10 Years Good Service in effective trade pulling window trims.

The Fixtures you see above are only a very few of the designs that can be set up with the full set, besides hundreds of standard fixtures can be set up.

Made of Oak, either Golden, Antique or Weathered Finish. Set is put up in a Hardwood Hinged Lid Storage Chest, a good place to keep the extra Younits not in use. There are thousands of sets in daily use.

No. 101	Set has 220 Interchangeable Younits For Large Windows,	<b>\$48.12</b>
No. 101½	Set has 110 Interchangeable Younits For Medium Windows,	<b>\$27.50</b>
No. 101¼	Set has 55 Interchangeable Younits For Small Windows,	<b>\$17.32</b>

Stock carried in Hamilton, Ont. Order direct or thru your jobber. Send for catalog. Patented and made in Canada.  
**The Oscar Onken Co. - 5950 Fourth Street Cincinnati, Ohio, U. S. A.**

## TORONTO HEEL CO.

Manufacturers of  
**All styles of Heels in Leather  
and Composition**

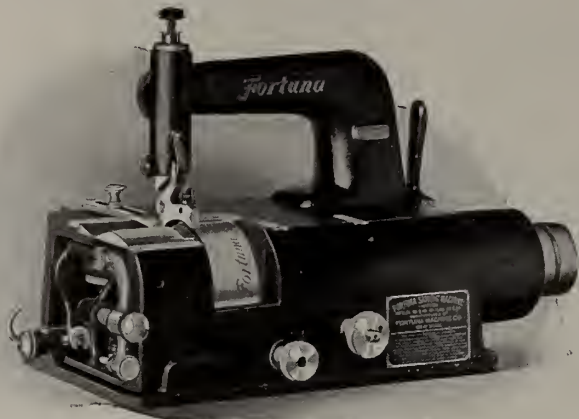
We are also Makers of the  
**Haverhill**

Write for Samples and Prices. These will interest you

### The Toronto Heel Company

13 Jarvis St., Toronto

## *Fortuna* Skiving Machine



For Manufacturers who Skive Leather, Felt,  
Cork, Rubber or Paper

Used extensively by Manufacturers of  
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE  
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

**Fortuna Machine Co.**

127 Duane Street - NEW YORK

## Jobbers Should Note! New Castle

Quality  Kid

Supplies either glazed or natural  
surface, black or colored, this  
famous product is always reliable  
and uniform in quality.

Quantities shipped promptly.  
Samples supplied.

Canadian Agents for  
**FRED RUEPING LEATHER CO.**  
Calf and Side Leathers, Ooze Splits and  
Barrett & Co. Skivers.

**New Castle Leather Co.**  
NEW YORK

Canadian Branch:—335 Craig St. W., Montreal  
Factory:—Wilmington, Del., U. S. A.

# See Our New Fall Samples

*We Sell  
Only to  
Jobbers*

Shoes of Satisfaction, upholding  
a reputation which gives them a  
powerful influence in the market.

In buying your leather shoes for  
Women, Misses, Children and In-  
fants, do not fail to consult us.

**Gagnon, Lachapelle & Hebert**

*Shoe Manufacturers*

55 Kent Street

Montreal



# All Patriotic BOOT and SHOE DEALERS Should Sell THRIFT Stamps

**S**ELL Thrift Stamps, not because there is any immediate profit for you in such sales, but because the Dominion of Canada needs your patriotic co-operation in its plans to ensure prosperity.

If the smaller savings of the people can be made available to finance Government expenditure, then the larger public investments will be free for industrial securities, thus promoting general Prosperity in which every storekeeper is vitally interested.

Get your customers to take a Thrift Stamp in place of 25c change whenever you possibly can. Display your sign. Explain that Thrift Stamps are a means to acquire War-Savings Stamps, and people should strive to fill their Thrift Cards as quickly as possible.





**Nufashond**  
TRADE MARK REG.  
Fabric Tip

**Shoe Laces**

The quality shoe laces for every requirement. At all jobbers. Always specify "Nufashond." Samples upon request.

THE NARROW FABRIC CO.,  
Reading, Pa.

NUFASHOND  
FABRIC TIP



**SHOE-STAMP-SPECIALIST**

• **W.D. ARMSTRONG** •

ENGRAVER OF FINE STEEL STAMPS & DIES

230 CRAIG ST. WEST, MONTREAL, PHONE 675  
QUE. QUE. MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN  
& ADD AN ARTISTIC FINISH TO YOUR SHOES  
• WHICH WILL INCREASE YOUR SALES •

ORIGINAL DESIGNS SUBMITTED

The Best and Most Durable  
Shoe Laces Are Made

With Our

## Power Shoe Lace Tipping Machines

Textile and Special Machinery  
Harris-Corliss Steam Engines

*Send for Catalogue*

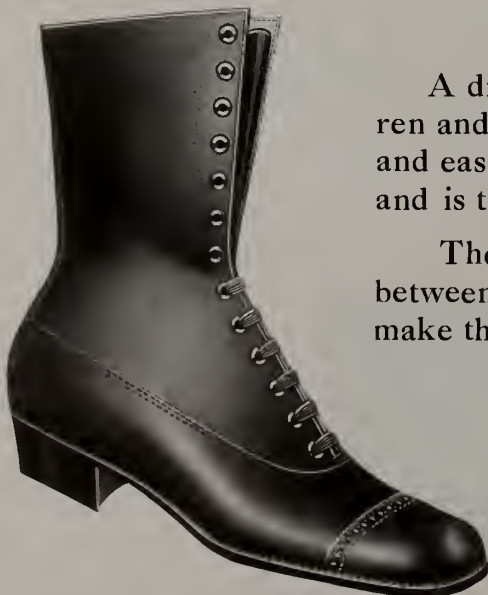
The Franklin Machine Company

Engineers Founders Machinists

189 Charles Street,

Providence, R.I.

# Have You Heard About This? The Pillow Welt



A distinctive feature in our footwear for Misses, Girls, Children and Infants. It is designed with special regard to comfort and ease for growing feet. The Welt is sewn right into the shoe and is the Genuine Goodyear.

The soft cushion insole, and the waterproof cork filling between the inner and outer soles are two features that help to make these shoes the most popular on the market.

## GLOBE SHOE LIMITED

Factory TERREBONNE, QUE.

Selling Agents

L. H. PACKARD & CO., LIMITED

MONTREAL, P.Q.

# A Shoe Merchant

With a

# Champion Shoe Repair

## Department, said



Every customer for a new pair is a prospect for the repair department.

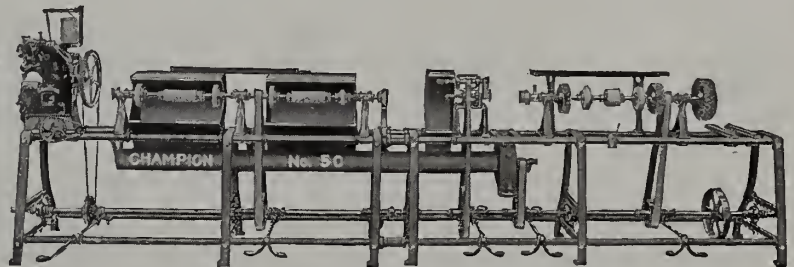
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion Machines are sold outright (no royalty) for cash or on monthly payments.**



Universal Model Curved Needle and Awl Shoe Stitcher—heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

**CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.**

Please send me particulars about a shoe store repair department.

Name ..... Street .....

City ..... State .....

# It Makes a Good Job

Shoe manufacturers and repairers say that for strength, lustre and easy working, they get splendid results from

## MOONEY'S THREAD

A sample reel or two will give you an idea of the good work obtained by the use of our cotton thread. Drop us a card to-day.

Our supplies to the trade are well known for reliability and our attention to enquiries is always prompt.

*Brushes  
Thread  
Cement*

## The A. G. Mooney Company

Toronto  
Ed. R. LEWIS  
45 Front St. East

220 Lemoine Street, MONTREAL

Quebec  
J. P. PARENT  
St. Valier St.

# Buy D & P Counters

## You Run No Risk

Every counter turned out of the D. & P. Factory is guaranteed to give lasting satisfaction.



Our Canadian-made fibre board counters outlast leather. Made from selected fibre compressed by the special D. & P. process. Write for samples. We also solicit your orders for upper and sole leather, and shall be glad to quote on your requirements.

Ed. R. Lewis, 45 Front St. East  
Toronto  
Ontario Selling Agent

## DUCLOS & PAYAN

Richard Freres, Quebec  
Selling Agents for  
Quebec City

Tannery and Factory: ST. HYACINTHE, P.Q.

Sales Offices and Warehouses: 224 Lemoine Street MONTREAL





## Newspapers and Farm Papers That Tell the Public About Neolin Half Soles

The man who advocates Neolin Half-Soles for repairs does not advocate them unaided. A master advertising campaign made Neolin Soles the quickest success and the most talked-of factor in the shoe trade. The same thought, time and money are behind the advertising of Neolin Half-Soles.

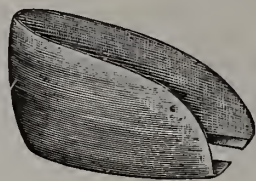
Make a display of Neolin Half-Soles on your counter. You will be surprised at the number of people who prefer them.

Don't forget that every job of sole-repairing can be a Neolin job. They can be nailed or sewn. They come in all sizes. They win new customers by their virtues of long wear and flexibility.

Neolin Half-Soles come in a handsome display carton of a dozen assorted sizes. Order from your wholesaler.

**The Goodyear Tire & Rubber Co.**  
of Canada, Limited  
Toronto

# neolin Half Soles



## COUNTERS BOX TOES and INNER SOLES

Our union and all leather, flexible inner soles are better than ever, with no change in prices. Try them and be convinced.

**LAMONTAGNE, RACINE & CO.**  
115 ARAGO ST.  
QUEBEC

## KELLEY KID

*LEADS THEM ALL  
in Uniformity,  
Fine Texture, Wearing Qualities and Finish*



In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

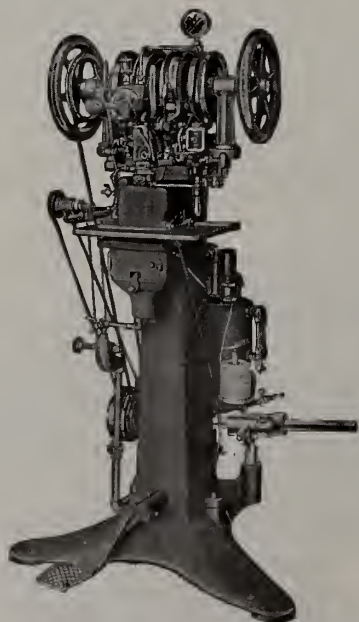
Sold in All Foreign Countries

**Thomas A. Kelley & Co.**  
Tannery and Main Office, LYNN, MASS.

Selling Agents:

**ROUSMANIERE, WILLIAMS & CO.**  
87-93 Lincoln St., BOSTON, MASS.

## Landis Outfits are Money-Makers

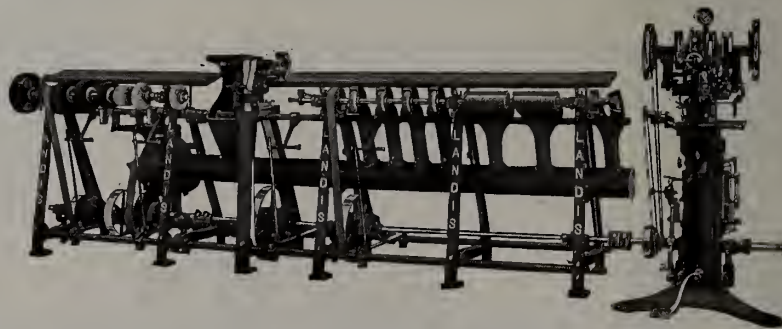


Landis No. 12 Shoe Stitcher.  
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to  
Landis Model 25 Finisher.

**Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.**

# The United States Hotel, Beach, Kingston and Lincoln Streets BOSTON, MASS., U. S. A.

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

## Built for Service

Made for wear. Something reliable in a strong working boot for men. We can supply you with either screw or pegged in this sure selling line of well-made footwear.

### JOBBERS

Write us for particulars.

J. E.  
SAMSON  
ENR.

QUEBEC



## Middle and Western Canada Demands the Best in Footwear

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

Established 1881  
**THE COMMERCIAL**  
THE WESTERN FINANCIAL, COMMERCIAL &  
GENERAL TRADE PAPER OF THE GREAT WEST.

Over 33 years in its field

“CANADA’S GREATEST TRADE PAPER.”

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of “That Western Paper that brings results.”—“THE COMMERCIAL.”

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

## SURFACE KID WILL NOT SCUFF

Surface Kid is a decided improvement on real kid because it wears better—will not scuff and is much less expensive.

The beautiful grain shows to advantage in dressy shoes, while the soft pliable texture equals chamois. Send at once for samples of Surface Kid in Black and Colors.



Butts in Gun Metal—Dull—Glazed

Head Office  
491 St. Valier St., Quebec

LUCIEN BORNE

Montreal Office—225 Lemoine St.



## The Practical Buyer

The Union man may be no more cautious in his buying than the average customer but he is particular on one detail above all others in the shoes he buys.

He insists—in nine cases out of ten—on the Stamp which marks the Union made shoe, the Stamp of the Boot and Shoe Workers' Union.

More and more the demand is increasing for Union shoes among Union men and it is the wise retailer who wishes to extend and broaden the scope of his business who insists on Union Stamp footwear.

Write for our free list of manufacturers making Union Stamp footwear and prepare next season for the trade of the Union man in your community.

## Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 Summer Street

BOSTON - - MASSACHUSETTS

JOHN F. TOBIN  
General President

CHAS. L. BAINE  
Gen'l Sec'y-Treasurer



# SHOE LACES

**MADE IN CANADA**

*Supply*

*Shoe Manufacturers and Wholesale Trade only*

**Textile Manufacturing Co., Ltd.**  
439 Wellington Street West  
TORONTO

## Edwards & Edwards

TANNERS  
OF

### SHEEPSKINS

FOR

Shoes, Gloves, Saddlery  
Upholstering  
Bags and Suit Cases  
Bookbinding  
Fancy and Novelty Goods  
Skivers  
Embossed Leathers  
Etc., Etc.

### EDWARDS & EDWARDS

Head Office and Sale Rooms      Tanneries  
27 Front E. Toronto      Woodbridge, Ont.

Quebec and Maritime Provinces

Represented by

**JOHN McENTYRE LTD.** 28 St. Alexander St.  
MONTREAL, QUE.

A Message For

## Ontario Merchants

We can do many things  
for You

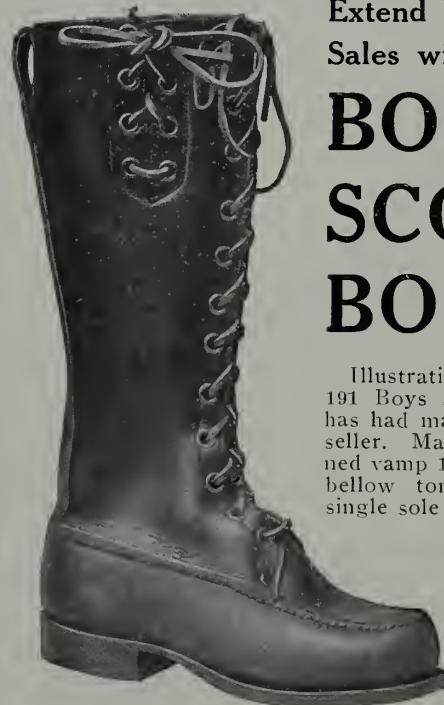
Especially as follows:

- (1) We can turn your present stock into cash.
- (2) We can do it at once.
- (3) We can make the community think of your store—first, last and all the time.

*Consult our specialists on Sales of all kinds*

**Beadle Sales Service Agency**

59 Yonge Street, TORONTO



Extend Your  
Sales with this

## BOY'S SCOUT BOOT

Illustration shows our No. 191 Boys Scout Boot which has had marked success as a seller. Made with oiled tanned vamp 12 in. Menonite leg bellow tongue to top, full single sole and heel nailed to a solid leather sole. Guaranteed water proof if dubbin is reasonably applied.

Splendid value for \$6.00

Write us to-day.

**The Copeland Shoepack Co.**  
Midland, Ontario, Canada



S. J. Friedman  
Vancouver's  
Leading Surgical  
Bootmaker

Makers of boots and fine shoes for all deformities and lame feet.

Endorsed by medical officers of Militia.

Satisfaction guaranteed.

Information cheerfully sent on request.

**West End Boot Hospital**  
320 Granville St. Vancouver, B.C.



*Pan American*  
**KID**

Seal Brown and Black

**Perkins & McNeely**  
Philadelphia

Canadian Representative—

**Ed. R. LEWIS**  
45 Front St. E., TORONTO

# LAGACÉ & LEPINAY

22 ST. ANSELME ST.  
QUEBEC



No. 50



No. 46

The problems confronting the Jobber are well considered by us in our effort to produce footwear that will meet his demands. We are showing a full range of Women's McKays, also shoes for Boys, Youths and Men, and we believe they hold real value as business getters. You had better see them for yourself.

Write for samples or visit our Showrooms

*Largest Manufacturers in Canada*

—of—

## STEEL DIES

for

Shoe and Rubber Manufacturers

*Prompt Service*

*Guaranteed Work*

**JAS. CLELAND, REGD.**

16 St. George St., Montreal

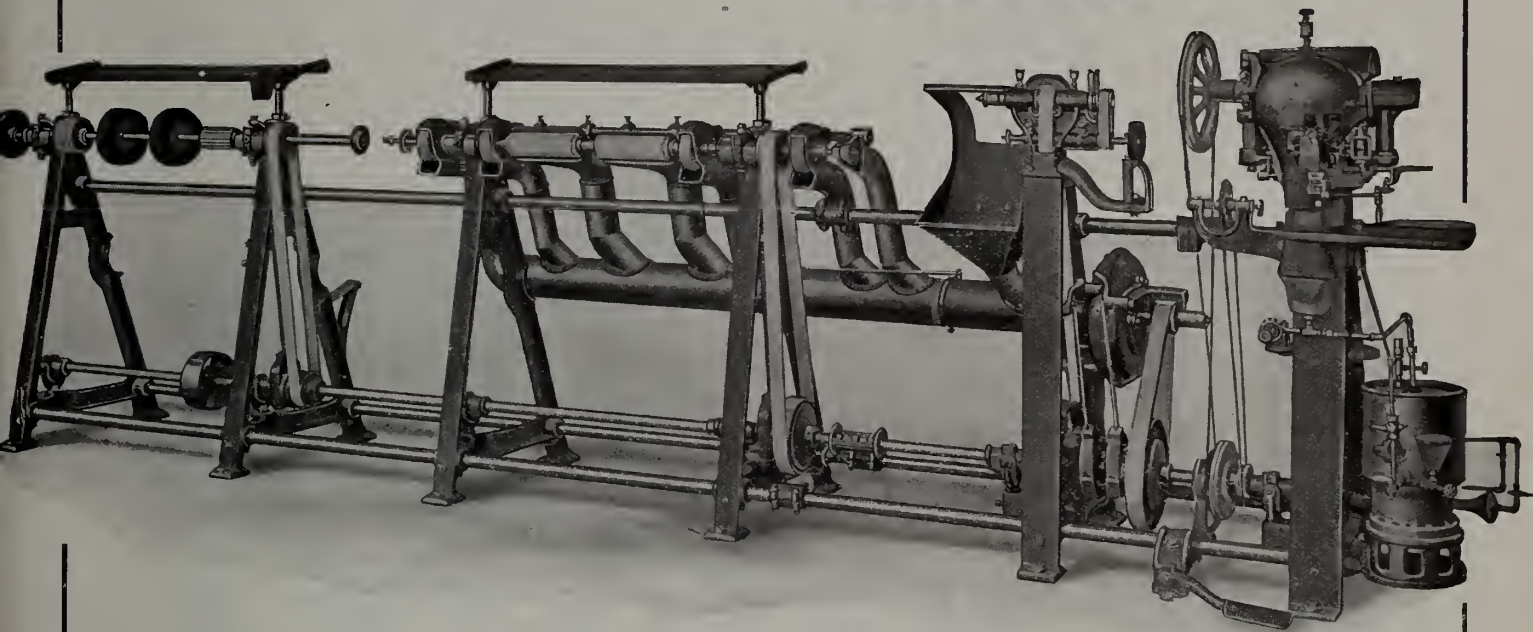
# E. PULLAN

*Scrap Leather*

*Cotton Clippings*

20 Maud St. - TORONTO

# Put Away the Methods of the Tallow Candle and Stage Coach Days Employ **USMC**



Goodyear Shoe Repairing Outfits, with and without stitcher.

## EQUIPMENT THAT PRODUCES RESULTS

A Machine for every purpose.      A size for every business.

**United Shoe Machinery Company of Canada, Limited**

Montreal, Que.

Toronto, Ont.  
90 Adelaide Street West,

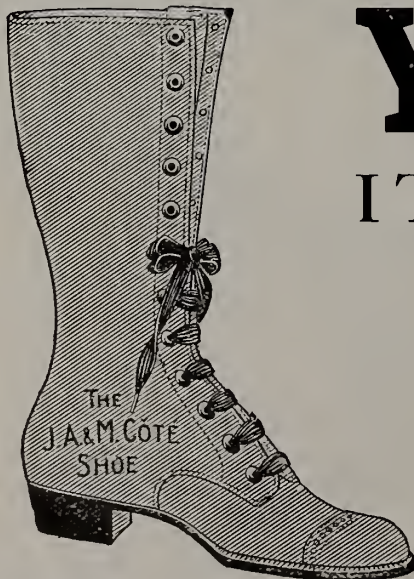
Kitchener, Ont.  
179 King Street West,

Quebec, Que.  
28 Demers Street,

# ALPHABETICAL LIST OF ADVERTISERS

Aird & Son . . . . .	18	Fortuna Machine Company . . . . .	54	Narrow Fabric Company . . . . .	56
Ames-Holden-McCready . . . . .	12	Franklin Machine Co. . . . .	56	National Cash Register Company . . . . .	67
Armstrong, W. D. . . . .	56	Friedman, S. J. . . . .	64	New Castle Leather Company . . . . .	54
Beadle Sales Service . . . . .	63	Gagnon, Lachapelle & Hebert . . . . .	54	Oscar Onken Company . . . . .	53
Beckwith Box Toe Company . . . . .	14	Globe Shoe Company . . . . .	56	Panther Rubber Company . . . . .	Cover
Bennett Limited . . . . .	5	Goodyear Tire & Rubber Co. . . . .	59	Perfection Counter Co. . . . .	68
Boston Blacking Company . . . . .	16	Great West Felt Company . . . . .	25	Perkins & McNeely . . . . .	64
Borne, Lucien . . . . .	61	Hinde & Dauch Paper Company . . . . .	53	Pullan, E. . . . .	64
Boot and Shoe Union . . . . .	62	Home Shoe Company . . . . .	68	Regal Shoe Company . . . . .	1
Breithaupt Leather Company . . . . .	13	Independent Rubber Company . . . . .	52	Ritchie, John . . . . .	7
Brodie & Harvie . . . . .	68	International Supply Co. . . . .	6	Robinson, James . . . . .	8-9
Canadian Advertising Service . . . . .	70	Kelly, Thomas A. . . . .	60	Samson Enr., J. E. . . . .	61
Canadian Consolidated Rubber Co. . . . .	3-56	Kenworthy Bros. . . . .	71	Scholl Mfg. Company . . . . .	10
Champion Shoe Machinery Company . . . . .	57	Landis Machine Company . . . . .	60	Scott, J. A. . . . .	22-23
Children's Shoe Mfg. Co. . . . .	16	Lamontagne Racine & Co. . . . .	60	Slater Shoe Company . . . . .	17
Clarke & Company, A. R. . . . .	72	La Duchesse Shoe Company . . . . .	68	Sisman Shoe Company . . . . .	
Cleland, Regd., James . . . . .	64	Legace & Lepinay . . . . .	64	Spaulding & Sons, J. . . . .	19
Cobourg Felt Company . . . . .	51	Marsh Company, Wm. A. . . . .	21	Standard Kid Mfg. Company . . . . .	4
Copeland Shoepack Co. . . . .	63	Miner Rubber Company . . . . .	24	St. Hyacinthe Soft Sole Company . . . . .	70
Cote, J. A. & M. . . . .	66	Mooney Company, A. G. . . . .	58	Tetrault Shoe Company . . . . .	15
Daoust-Lalonde & Company . . . . .	11			Textile Mfg. Company . . . . .	63
Duchaine & Perkins . . . . .	70			Thomas, Lake & Whiton . . . . .	20
Duclos & Payan . . . . .	58			Thompson Shoe Company . . . . .	14
Eastern Shoe Mfg. Company . . . . .	53			Toronto Heel Company . . . . .	53
Edwards & Edwards . . . . .	63			United Shoe Machinery Co., Ltd. . . . .	65-69
Evans' Son Company, L. B. . . . .	53			United States Hotel, Boston . . . . .	61

*There's No Uncertainty About*



# YAMASKA

## IT'S ALL LEATHER

The genuine material seasoned to wear and shaped to fit. No haphazard methods are permitted in the production of YAMASKA. We find it is the best policy to stick to thoroughness in every particular.

You will recognize this adherence to quality, in YAMASKA shoes. Your customers, from the big-footed man down to the little chap will obtain the fullest value from their wear—a factor in creating more sales.

Give YAMASKA the chance to create more sales for you.

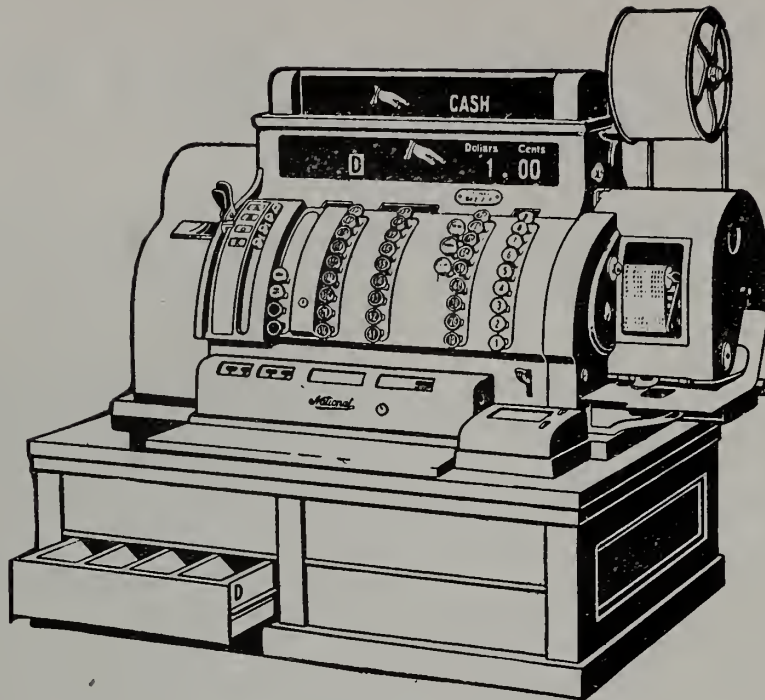
THE  
MAN'S SHOE

La Compagnie

# J. A. & M. COTE

St. Hyacinthe, Quebec





## The best store improvement you can make

The best store improvement you can make today is to install a modern National Cash Register—because it will build up and systematize your business.

A modern National Cash Register will raise the tone of your store, make your clerks more efficient, and put you in the class of up-to-date merchants.

It will enable you to save expense in running your store, and thus release money for other purposes.

It will make possible quick, accurate service to customers—the greatest

inducement that any merchant can offer to get and hold trade.

It will give you unequalled protection, that will check every cent of your profits into the bank.

It will give you information that will enable you to control your business.

A modern National Cash Register is a store improvement that will quickly pay for itself out of what it saves.

In the face of increased competition you cannot afford to postpone making this improvement.

The National Cash Register Company, of Canada, Limited, Toronto, Ont.

Offices in all the Principal cities of the world

# The Home Shoe

COMES DIRECT  
FROM FACTORY  
TO RETAILER

With a minimum of selling expense and an appreciably extra value to the public.

Let us demonstrate to you the profitable sales awaiting the dealer who handles the many excellent models of the HOME SHOE.

*Write us—To-day*

**Home Shoe Company, Ltd.**  
327 Amherst Street, - MONTREAL

# BRODIE'S Patent Paste

This famous product covers a wide range of usefulness being used with equal success and efficiency by manufacturers of the finest grade shoes and makers of heavy work shoes.

Supplied in quantities to meet your needs.

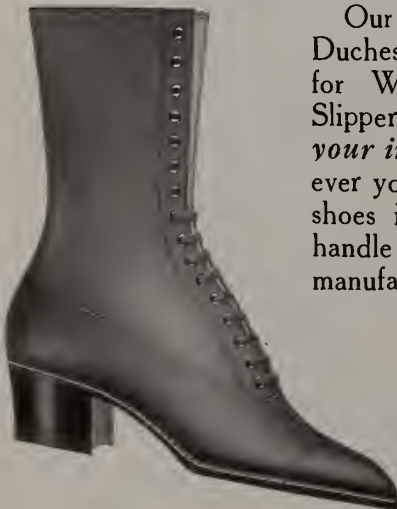
Let us send you sample and price.

**Brodie & Harvie**  
Limited  
14 Bleury St. MONTREAL

JOBBERS  
ONLY

*Very Attractive*

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



**"La Duchesse" Shoe Co.**

Registered  
MONTREAL

# Perfection

for 1919



Your New Year's Good Resolutions are not complete unless you have resolved to use nothing but the best in Counters.

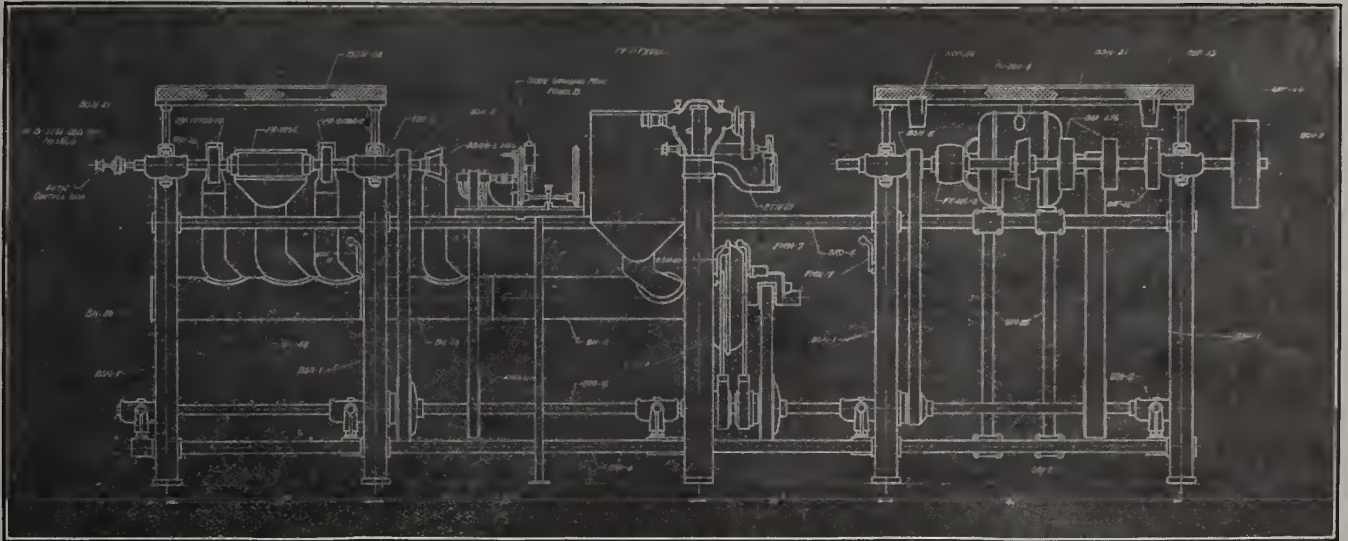
Try PERFECTION COUNTERS and let us show you wherein they excel. Send for prices and particulars.

Our Felt Box Toes are Now Ready.

**Perfection Counter Limited**

699 Letourneux Ave. Cor. Ernest St.  
Maisonneuve, Montreal

# *Built to Specifications*



Reduced Photographic Blueprint Facsimile of 12 ft. Goodyear Shoe Repairing Outfit Model N with Skate Sharpening Machine Model B Attached

## **GOODYEAR OUTFITS**

Are All Standardized and Assembled to  
Exact Measurements, Assuring

# **SHOE REPAIRING OUTFITS**

Correct In Every Detail

Write for Complete Catalogue Today

**United Shoe Machinery Company of Canada, Limited**  
Montreal, Que.

**TORONTO**  
90 Adelaide Street West,

**KITCHENER**  
179 King Street West,

**QUEBEC**  
28 Demers Street,



## Retailers

Sell your shoes by pictures.

Use our cuts and make your ads. stand out attractively and prominently.

Cuts from 75c. to \$2.50

Send for Catalogue and Prices

Special Illustrations  
Made to Order

## CANADIAN ADVERTISERS SERVICE

511 CHURCH STREET  
TORONTO



## Our Standard Screw Shoes

WILL STAND PLENTY OF HARD WEAR  
Made on foot-fitting lasts that will give comfort to the wearer and are durable.

The Range Includes  
Men's, Boys', Youths', Little Gents' and Children's Box Kip  
Your Jobber will quote you prices, or write us direct

St. Hyacinthe Soft Sole Shoe Co.  
St. Hyacinthe, Quebec Limited

## BOOKS FOR SALE

Advertising by Motion Pictures, by Ernest A. Dench.  
Just published—255 pages. Price \$1.00.

Footwear in Canada 347 Adelaide St. W  
TORONTO

# A Good Investment For Any Jobber

Let us show you what we can do for you in high grade McKays.

A number of samples of unquestionable value await your approval. We believe you will appreciate in these, the quality of the three essentials of good shoemaking—material, workmanship, and style. Write if you cannot call.



## Duchaine & Perkins

QUEBEC

Montreal Sample Room

E. T. Bank Bldg.,

St. James St.

# SPECIALTIES

for

# Shoe Manufacturers

**HEEL PADS:** Cut from several qualities of white felt, also all colors of Imitation Leather and Combined Imitation Leather and Felt. Large assortment of patterns that will fit any shoe. Our facilities mean service to you at a *minimum* cost.

**Felt for Box Toes: Hard Insole, Cushion Insole, Lining, Fillers, Shoe Racks and Shoe Rolls.**

**Imitation Leather, all colors. Combined Imitation Leather and Felt.**

**Kendex Insole Stock**, made in oak and white, all weights. Advise us of your requirements.

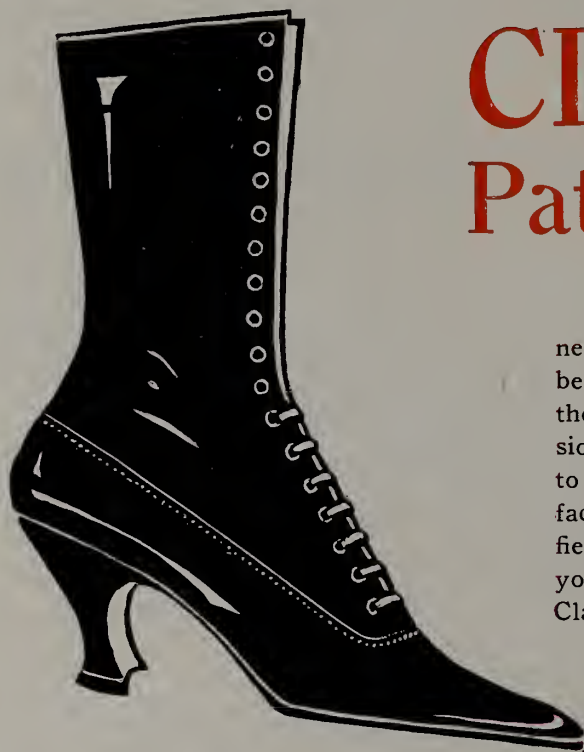
**WE SPECIALIZE FOR SHOE MANUFACTURING**

## KENWORTHY BROS. COMPANY

STOUGHTON, MASS.

Represented in the Province of Quebec by HORACE D'ARTOIS, 224 Lemoine St., Montreal

*Make Your Custom Secure*



## CLARKE'S Patent Leather

never varies from one standard—the best. It is the product of patent leather specialists with a strict supervision that permits of nothing inferior to the Clarke standard, leaving our factory. That is why you are justified in looking for further sales from your customers when you sell Clarke's patent.

*If it's a Patent, it  
should be Clarke's*

Clarke's patent leather is shipped to all parts of the world, and is produced by the largest patent leather manufacturers in the British Empire.



# A. R. CLARKE & CO.

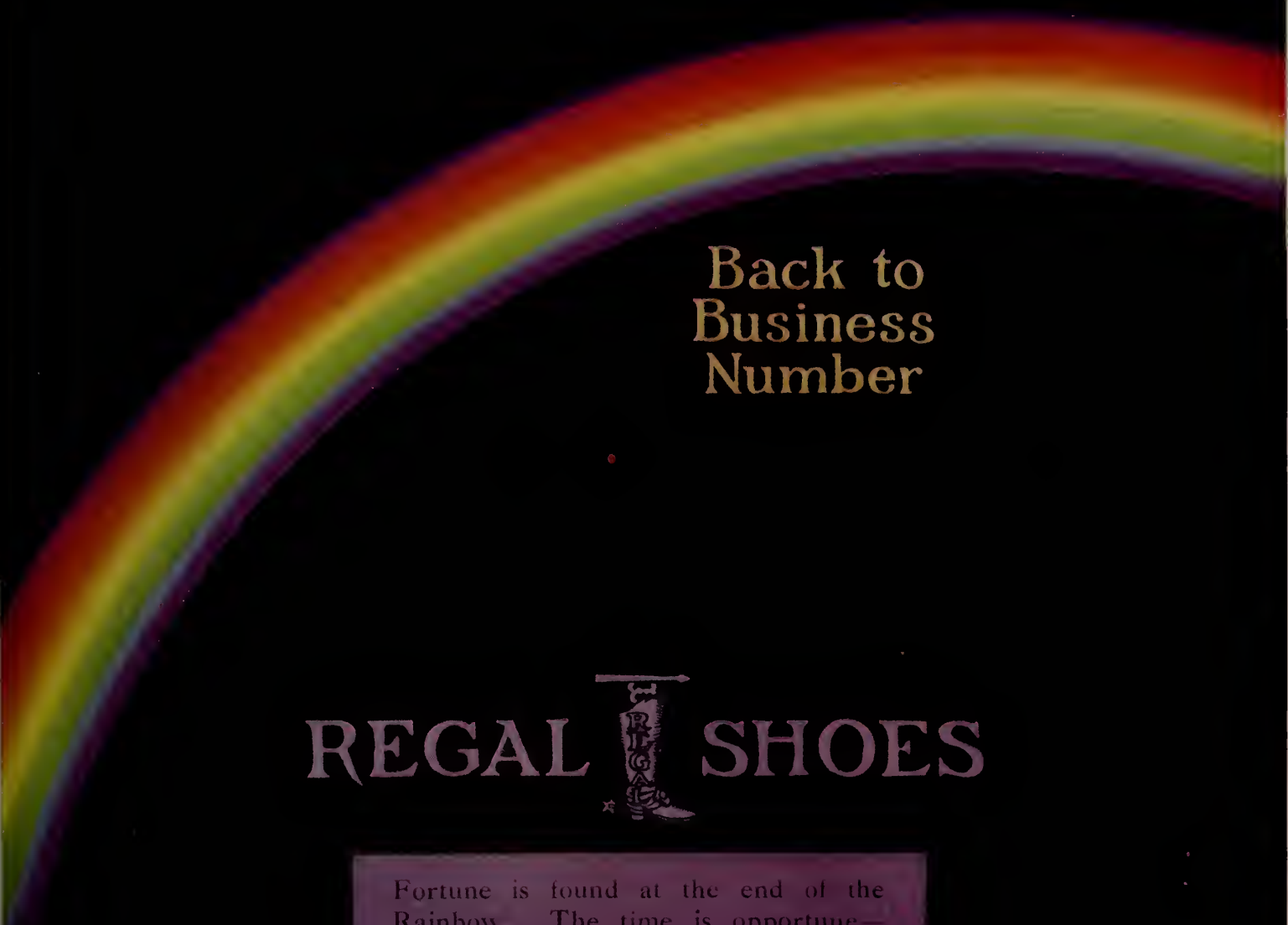
LIMITED

MONTREAL

TORONTO

QUEBEC

# Footwear in Canada



Back to  
Business  
Number

REGAL  SHOES

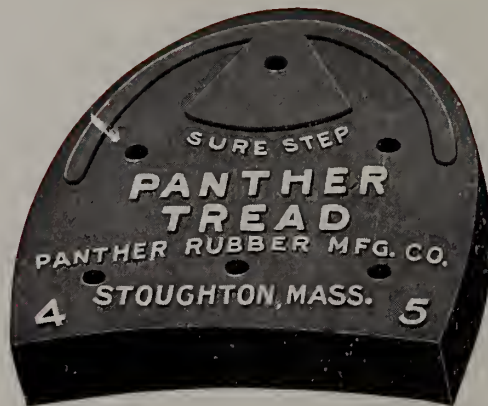
Fortune is found at the end of the  
Rainbow. The time is opportune—  
STOCK REGAL SHOES

# PANTHER

**P**ANTHER Soling is composed of fibre and rubber thoroughly tested for maximum wearing qualities. The result is a sole for all footwear that is greatly superior to leather. Panther Soles look like leather and can be worked in the same manner. In addition they wear longer than leather, are waterproof and much more flexible. They hold stitching perfectly and do not crack.

*Panther Sure Step Rubber Heels are another excellent product that will bring new business.*

**Panther Rubber**  
**Company, Limited**  
 SHERBROOKE, QUE.







# Rubbers

## To fit all your New Styles in Footwear

What a satisfaction it is to a dealer to have such a complete range of styles and sizes as are offered in Dominion Rubber System Rubbers!

Think of the extra sales and extra profits that a Dealer makes, now that he can get these Rubbers to perfectly fit every shoe for men, women and children!

Stocks are carried at all branches, so that orders are filled promptly and accurately—a service that every dealer appreciates.

More than this, our advertisements in all the leading papers are helping the dealers to sell more Rubbers.

Get the benefit of this big advertising by mentioning Dominion Rubber System Brands in your own advertising, by putting Rubbers in your window displays of spring footwear—by suggesting Rubbers to everyone who buys new shoes.

Before placing your orders see the complete line of Dominion Rubber System Brands.

### Dominion Rubber System Service Branches are Located at

Halifax, St. John, Quebec, Montreal, Ottawa, Belleville, Toronto, Hamilton, Brantford, London, Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Edmonton, Calgary, Lethbridge, Vancouver, Victoria.





# STANDARD KID



We probably give more attention to grading than any other large tanning concern.

In no other way can we keep Standard Kid—in color, in weight, and in grade—always true to its name.

With us grading means not merely sorting and passing, but a careful examination and re-examination of each and every bundle.

Our whole purpose is to produce kid leather that will never vary in grade.

Ask for samples of  
Color 18 Field Mouse.  
Color 8 Grey

*Prices Reasonable*

## STANDARD KID MFG. CO.

MANUFACTURERS OF BLACK AND COLORED GLAZED KID AND PATENT KID

207 SOUTH STREET, BOSTON, MASS., U. S. A.

NEW YORK OFFICE, 610 TRIBUNE BLDG.

Factory, Wilmington, Del.

### AGENCIES

CHAS. A. BRADY, Rochester, N.Y. F. W. BAILEY & CO., St. Louis, Mo.  
GEO. A. McGAW, Chicago, Ill. I. LOUIS POPPER, Cincinnati, Ohio.  
PIERRE BLOUIN, Quebec, Canada.

**STANDARDKID**  
TRUE TO ITS NAME  
—IT'S STANDARDIZED

# “Back Up Business”



with

# **BENNETT**

TRADE MARK

## **DEPENDABLE COUNTERS**

Results obtained have justified the men who laid aside prejudices and *tried* the BENNETT Counter. To date, defective counters returned have been *less* than one counter in every million pairs sold.

YOU CAN'T MAKE *BETTER SHOES*  
WITH ANY *OTHER COUNTER*

ONTARIO OFFICE  
28 King St. East  
Kitchener

BENNETT LIMITED  
MAKERS OF SHOE SUPPLIES  
CHAMBLY CANTON, P.Q., CANADA

SALES OFFICE  
59 St. Henry Street  
Montreal

*The Season is  
Opening For*  
**Independent Rubbers**

*for*  
**1919-20**



**T**HE White Shoe Company is ready to supply your needs for next fall and winter in this unexcelled line of rubber footwear.

Our traveller will call on you shortly with these well known brands:—

*Dreadnaught — Kant Krack  
Dainty Mode and Royal Brands*

You cannot do better than  
stock up well with  
Independent.



**WHITE SHOE COMPANY, LIMITED**

*Wholesale Shoe Distributors*

9 Wellington St. West : Toronto, Ont.



R

## THE RITCHIE LINE

is designed for the jobbing trade, but incorporated in Ritchie shoes in a greater degree than in any other line you will find the accuracy of detail that appeals to the retailer and consumer which makes the selling quality attractive.

CAREFUL SELECTION OF LEATHER  
CORRECTNESS OF FIT  
SNAPPY LASTS AND PATTERNS  
HIGH QUALITY WORKMANSHIP  
BUSINESS GETTING PRICES

**The John Ritchie Company Limited**

MAKERS OF  
MEN'S SHOES  
QUEBEC



# They Typify Excellence of Workmanship



Classic Shoes for Women for Fall and Winter trade bear the distinctive features of style and design. They meet the approval of feminine fashion of the day.

*Travellers now on their respective territories.*

## GETTY & SCOTT, LIMITED

GALT - ONTARIO

*Makers of the "Classic" Shoe for women.*



**CLASSIC**  
*Tru Trod*

**Y**OUR Children's trade demands shoes which please the kiddies. Their parents insist upon maximum wear. Classic *Tru-Trod* meet these requirements fully, while presenting that appearance of neatness and style which is such an important factor in influencing a customer to purchase.

**CLASSIC  
TRU-TROD**

*Fall Samples now ready*



**GETTY & SCOTT, LIMITED**

GALT, - ONTARIO

*Makers of the "Classic" Shoe for children.*

**We use this space this issue to give our customers the advantage of our information of the leather situation.**

Market indications point to still higher prices. Calf, Kid and Sole Leather show an increase and are still on the rise. Shoes will certainly not be cheaper for a very considerable time.

We desire that our customers shall thoroughly understand this, so that they may pick up their stock or, at least, place orders early.

Our forty-five lines of "In Stock," are at your disposal.

*If you have not yet received a copy of our handsome catalogue write for it to-day. It displays the full Slater Line.*

**The Slater Shoe Co.**

LIMITED

Montreal, Canada



# To the Canadian Shoe Trade

**W**E are now in the market with Linen Thread. The cessation of army demands places us in a position to supply you with Barbour's, Finlayson's, and Knox's standard brands of thread.

The superior quality of our threads is well known to the shoe trade. True economy is based on **QUALITY**, not the **PRICE**. Shoes stitched with a cheap grade of Linen or Cotton Thread will not give as much service as those stitched with our **STANDARD** makes of **LINEN THREADS**, and the difference in the cost per pair is hardly noticeable. By placing your orders with us you may be sure of getting the best.

We carry in stock

<b>BARBOUR'S LINEN THREADS</b>	<b>FINLAYSON'S LINEN THREADS</b>
for Goodyear Welt Lockstitch	for Goodyear Welt Lockstitch
McKays      Turns	

**KNOX'S LINEN THREADS** for McKays and Turns

Also **STANDARD SHOE THREADS FOR HAND WORK**, and all kinds of **UPPER STITCHING THREADS**.

## Frank & Bryce Limited

Toronto

MONTREAL

Quebec



Back to  
Business  
with  
"The Best  
Everyday  
Shoes"

## TO THE JOBBER

The steady money-making business is that which comes from the working classes, who by their numbers constitute the jobbers' principal and most profitable trade.

It is this trade that

### "The Best Everyday Shoe"

obtains. If you value the regular flow of business coming through the retailer from the working man and his family you can secure it with "The Best Everyday Shoes" by dint of thorough shoemaking, good serviceable wear and reasonable price.

If you have not yet inspected our lines, drop us a card. Some further information will convince you there is a lot of available business for you with "The Best Everyday Shoes" among your stock.

The T. Sisman Shoe Co., Limited  
Aurora ∴ Ontario

Hundreds of Retailers  
Will Want a Case of This Boot  
But  
Only Twenty Will Be Sold  
**In Stock**

No. 15X Men's Brown Seamless Bal.

Neolin Sole, Goodyear Welt, Medium Recede, \$4.00

3/6, 2, 5/7, 3, 8/8, 3, 3/9, 2, 1/10 to each case

No. 115X Boys' Brown Seamless Bal.

Acme 12 Gauge Sole, Goodyear Welt, Medium Recede, \$3.60

2/2, 3, 3 3, 4, 4/4, 5, 4/5, 5 to each case.

**Don't Pass This Chance Away**

***Order To-day***

**The Midland Shoe Company**

**Kingston - Ontario**

Phone 691 W.

# By Their Sales You May Know Three Successful Shoes

Shoes carrying with them an assurance of satisfaction to your customers; an important factor in your prospects for increased trade.

You cannot afford to overlook the importance of these superb lines.

## “MetropolitaN”

WOMEN'S McKAYS

MEN'S WELTS

## “Patricia”

WOMEN'S WELTS  
AND TURNS

## “Paris”

WOMEN'S McKAYS  
MEN'S WELTS

# Daoust, Lalonde & Co.

Limited

Montreal - Que.

Branch : METROPOLITAN SHOE CO., 91 St. Paul St. East

# McLaren & Dallas

## RUBBER FOOTWEAR 1919-Fall and Winter-1920

Dreadnaught  
Veribest - Kant-Krack  
Dainty Mode - Royal  
Bull Dog

THESE Independent Brands of reliable rubbers are being shown by traveling representatives throughout all Canada for the season of 1919-1920, and our suggestion to our good friends who have been handling these well known lines, and who know their merit is

### *Place Your Orders Promptly*

when our traveler calls so as to give the factory a chance to do its part in getting the goods to you early. This is what in sporting circles would be called "Good Team play"; that is, where each one does his part for the success of the whole.

To those who haven't handled the "Independent" Brands we would say that perhaps you haven't realized what good trade makers they are. Ask the opinion of the dealer who has sold them and knows how good a thing it is to have pleased rubber customers.

*Our travelers are now on the road—  
one of them will see you soon.*

## McLAREN & DALLAS

30 Front Street West, TORONTO

WHOLESALE  
SHOE  
DISTRIBUTORS

# CITADEL LEATHERS

## KID

Black - Gray - Mole Brown

## HORSE

Glazed - Dull - Havana Brown

## KIP

Velour - Gun Metal - Mahogany

## SHEEP

Chrome and Combination  
in all Finishes

## SPLITS

Black - Colors

## CHROME SOLE



# J. A. SCOTT

218 Notre Dame St. W.  
MONTREAL

566 St. Valiers St.  
QUEBEC





"106" LAST  
Made in All Leathers  
Widths B to E



"104" LAST  
Made in All Leathers  
Widths B to E

# Marsh Models

*of*

## Highest Merit

Three Marsh Shoes which are proving very successful as to sales. They are sold in 30 pair cases in 30 pairs of width. We advise you to order early.



"99" LAST  
Made in All Leathers  
Widths B to E

The  
**Wm. A. Marsh**  
Company Limited  
QUEBEC

# IN STOCK



Line 361—Fine black kid bal,  $\frac{3}{4}$  fox, plain toe,  $8\frac{1}{2}$  in. Sea Gull Grey Kid Top, 4 in. Vamp,  $1\frac{3}{8}$  Cuban heel. Price **\$7.00**.

Line 806—Duchess calf bal,  $\frac{3}{4}$  fox, imitation square wing tip, spray,  $8\frac{1}{2}$  in. No. 5 Khaki buck top, Vamp Eyelet Row and top No. 0 Perforations, 4 in. Vamp,  $1\frac{3}{8}$  Cuban heel. Price **\$6.50**.



Line 437—All Champagne kid bal,  $\frac{3}{4}$  fox, plain toe,  $8\frac{1}{2}$  in. top, 4 in. vamp, White welt, leather Louis heel enamelled to match. Price **\$7.50**.

Line 438—All white kid bal,  $\frac{3}{4}$  fox, plain toe,  $8\frac{1}{2}$  in. top, 4 in. vamp, white welt, leather Louis white enamelled heel. Price **\$7.50**.

**Terms 2% 30 days**  
**Subject to previous sale.**

**Packed in cases ready to ship**

36 pr. case—6 prs. A, 8 prs. B, 13 prs. C, 9 prs. D.

30 pr. case—7 prs. B, 12 prs. C, 11 prs. D.

18 pr. case—6 prs. B, 12 prs. C.

12 pr. case—C's only, 3's to 7's.

## ***Perth Shoe Company, Limited***

*Largest Manufacturers Exclusively of  
Women's Welts in Canada*

**Perth**

-

**Ontario**





**JAMES ROBINSON**

Who has been associated with the footwear industry for many years and whose business is one of the best known in the Dominion for high-class footwear.

# AT YOUR SERVICE

Equipped with the best lines of footwear, as well as a competent staff, organized to give the utmost in service, we have unusual facilities for keeping you well supplied in merchandise that will give you and your customers complete satisfaction. We ask your inspection of our lines either by visit to our showrooms, or by writing us for Salesman to call.

Care in the filling of every order and promptness of dispatch are features of our business policy.

**James Robinson**

*Specialist in Fine Footwear*

**MONTREAL**

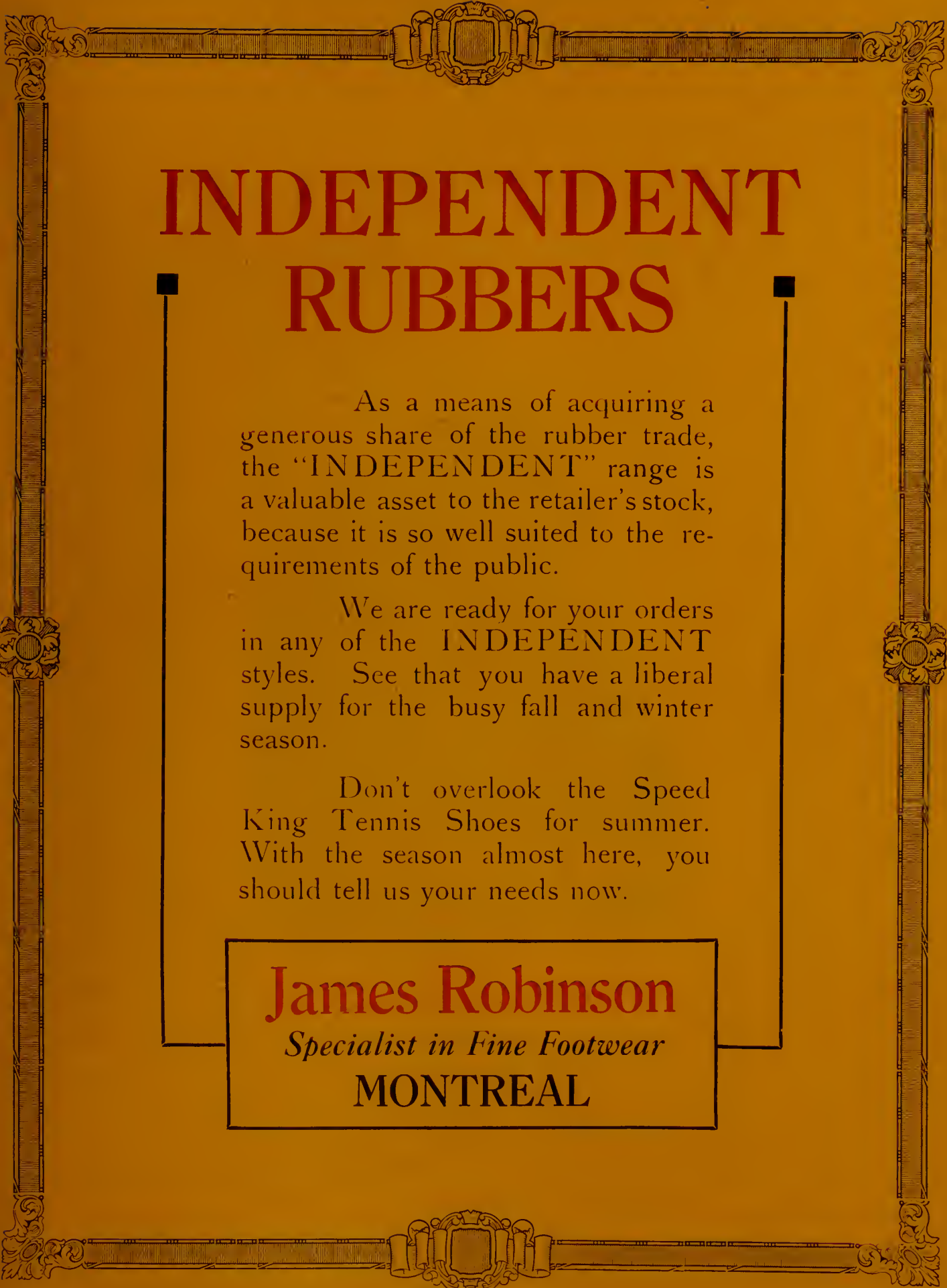
# BOSTONIAN SHOES

The best line you can offer your customers in men's and women's serviceable footwear. The new "BOSTONIAN" models exhibit selling points that warrant their choice for your shelves. They are distinctive in style, thorough in manufacture and capable of giving absolute satisfaction in wear. Don't miss these Bostonians. We have an efficient "In-Stock" Service to take care of your requirements.

**James Robinson**

*Specialist in Fine Footwear*

**MONTREAL**



# INDEPENDENT RUBBERS

As a means of acquiring a generous share of the rubber trade, the "INDEPENDENT" range is a valuable asset to the retailer's stock, because it is so well suited to the requirements of the public.

We are ready for your orders in any of the INDEPENDENT styles. See that you have a liberal supply for the busy fall and winter season.

Don't overlook the Speed King Tennis Shoes for summer. With the season almost here, you should tell us your needs now.

**James Robinson**

*Specialist in Fine Footwear*

**MONTREAL**

# THE HOUSE FOR FINE FOOTWEAR



**James Robinson**  
*Specialist in Fine Footwear*  
**MONTREAL**



## The Biggest Event of the Season

**O**UR Spring advertising campaign, which started the first week in March, will reach the shoe-buying public on a wider scale than ever. It will carry into the homes of your customers the same broad minded, impartial advice which you have learned to expect from Ames Holden McCready.

No matter where you are, you can hardly fail to feel the effects of this campaign. The big daily newspapers will carry our message in the large cities; the small town dailies and weeklies will spread it abroad; the farm papers will carry it into thousands of countryside homes. We shall reach returned soldiers through "The Veteran," and the Daughters of the Empire through *their* official publication. Nor is that all. A list of magazines of general circulation will strengthen and reinforce the whole campaign. It is our object to reach every buyer of shoes in Canada, and we are going to come mighty close to it.

Read the February Number of "Shoe Facts" carefully, and get ready to secure your full share of the benefit.

**AMES HOLDEN McCREADY**  
LIMITED

"Shoemakers to the Nation"

ST. JOHN    MONTREAL    TORONTO    WINNIPEG    EDMONTON    VANCOUVER

# *Designed to Help the Jobber Build Business*

Let us show you our new models for next season. In addition to the characteristic reliability of our lines, they have a smartness and style which will undoubtedly play a strong part in footwear trade next Fall.

Our samples include a complete line of McKay's for all requirements in feminine footwear, also canvas shoes for Summer business. We will be pleased to have you call upon us.

*We  
Sell  
Only  
To Jobbers*

**Gagnon, Lachapelle & Hebert**

*Shoe Manufacturers*

55 Kent St.

Montreal



# DUCLOS & PAYAN COUNTERS

Every counter carries a guarantee backed by absolute satisfaction in the past. You cannot go wrong by using our counters, they are unequalled. Our long experience has taught us to fit counters to any last.

We also supply upper and sole leather of the very best. Let us quote you on these supplies.



Ed. R. Lewis, 45 Front St. East  
Toronto  
Ontario Selling Agent

## DUCLOS & PAYAN

Richard Freres, Quebec  
Selling Agents for  
Quebec City

Tannery and Factory: ST. HYACINTHE, P.Q.

Sales Offices and Warehouses: 224 Lemoine Street MONTREAL

*For*  
*Your Trade in*  
**Women's Lines**

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Everything desirable in feminine footwear is presented in all samples now being shown by the Canadian Footwear Co.

We particularly call your attention to our Oxfords and Pumps in both leather and white footwear for immediate shipment.

You cannot do better than lay in a good stock of these, to be fully prepared for Spring and Summer Selling.

We expect a large demand for Oxfords, and evidence is already shown of the immense popularity of our line.

Let us hear from you immediately.

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**Canadian Footwear Co.**

Limited

**MONTREAL**

**Salesroom : 36 St. Genevieve St.      Factory : Pointe-Aux-Trembles**





# The Monarch and Brandon Shoes

## For Well Dressed Men

Our years of manufacturing experience have placed us in a position to supply our customers with style and quality in Men's Fine Welts, second to none.

We are now in a position to resume our 21 days service which we featured so strongly before the war, and which gave such satisfactory service. From this date all mail rush orders will be given this 21 days service.

Our salesmen are now in their territories with Fall samples, one of the best lines they have ever shown.

As our salesmen will be unable to see you all early in the season kindly wait and inspect our samples before placing your orders.

## The Brandon Shoe Co., Ltd.

Brantford

Ontario



## MONARCH

Why do hundreds of merchants continue to sell "MONARCHS" year after year?

Because every time a merchant sells a pair of "MONARCHS" he makes his profit in two ways. He gives his customer the value of two pairs, and he assures himself of his customer's continued patronage.

Every pair of "MONARCHS" he sells builds up a reputation that brings him business for his other lines.

---

*"'Monarchs' Outwear Others Two to One"*

PUT THIS SLOGAN TO WORK FOR YOU

---

The Miner Rubber Co., Ltd., Montreal

Factories - GRANBY, QUE.



## *The "Miner" Test for "Monarch" Goods*

---

### SEND FOR A TRIAL PAIR

Sell this pair to that customer who is hardest on his rubber footwear.

After they have been worn out, ask the man who tried them what he thinks of them.

We know what the answer will be. He'll want a second pair—and he'll tell his friends. Put them to the "MINER" test. The harder the test the stronger you'll be convinced that you have a real interest in stocking "MONARCH" goods.

# The Miner Rubber Co., Ltd., Montreal

Factories - GRANBY, QUE.



Men's Elkala Blucher, Black, Tan and Mahogany



Men's Hockey in Mahogany, Elkola and other suitable leathers



Misses School Boot in Box Calf and Colored Leather

# CANADA'S STANDARD Staple Shoe for the Whole Family

Quality is the keynote of our many lines of Footwear, and they exhibit thoroughness of shoe-making to the last detail. Their value to your customers will be evinced by ready and satisfactory sales.

Our traveller will soon be giving you a call with a complete range of samples for Fall, embracing everything from infants' to men's high-cut boots. On no account miss an inspection of these Williams shoes.

We Specialize in Men's and Boy's  
High Cut Boots.

## Williams Shoe Limited

Brampton, Ont.

*Branch at Regina*



Boy's Brown Willow Calf Bal

*The Just Wright*  
TRADE MARK SHOE



STOCK No. 12—Havana Brown Calf Custom Bal. Talbot Last

**N**OT merely “just as good”—but “something better” is this line of Just Wright Shoes. And you don't have to overbuy to find out. Try a dozen pairs some day soon. It may open up some good accounts for you—and new customers are always welcome. You'll like this In Stock service, quick turnover, and all that. It pays.

**IN STOCK**

**E. T. Wright & Co., Inc.**  
St. Thomas, Ontario



## What is your alibi for this shoe trouble?

If you were a master of the science of foot comfort, **your** customers should not wear out the soles of their shoes in certain spots at the ball.

To the trained eye the cause—Anterior Metatarsal Arch trouble—is readily apparent. The shoe is not at fault and should not be condemned. Put in a stock of

### *Dr. Scholl's* *Foot Comfort Appliances*

learn how to fit them scientifically and you not only eliminate your shoe complaints, but you will relieve and correct the abnormal foot condition.

As a result you win a life-long friend and a booster for your business. And you are shrewd enough to know what this means to a retail shoe merchant.

Note carefully the three illustrations. The shoe is the visible result, the finger points to the seat of the trouble and Dr. Scholl's Anterior Metatarsal Arch Support relieves the pain and restores the foot to normal condition.



Trade  
Mark  
Reg.

Thousands of the most progressive shoe dealers, in metropolitan cities, as well as small towns, are "cashing in" on Dr. Scholl's Foot Comfort Service. If you are not thoroughly familiar with what this service is—if you are not handling Dr. Scholl's Foot Comfort Appliances and Remedies—if you are not a Graduate Practipedist—now is the time to fall in line and develop this valuable branch of your shoe business.

### **The Scholl Mfg. Co., Ltd.**

Largest Makers of Foot Appliances in the World

112 Adelaide St. E., TORONTO

also

Chicago

New York

London



"WATCH YOUR CUSTOMERS' FEET"

# For Jobbers

We are now manufacturing a complete line of McKays for infants, children and misses. It has been our aim to make a shoe for juveniles which is excelled by nothing else on the market. How well we have succeeded you may know by examining our product. Write for samples.



**Childrens Shoe Mfg. Co., Limited**

11 Belleau St.

Quebec City

With an up-to-date factory equipment and facilities for high grade production, directed by men of many years practical experience, you may place your orders with us knowing that we are prepared to deliver the footwear of our claims.

## MADE IN CANADA

Our line of Channel Cements, Sole Laying Cements, Chrome Cements, and Surefold is a quality line.

The first consideration given to their make-up is QUALITY.

You may depend on them being as good a Cement as can be made.

## **Boston Blacking Company**

152 McGill Street, MONTREAL, Canada

Brushes  
Thread  
Cement

# Cotton Thread

All  
of the  
Best

The merits of Mooney's Thread have been proven beyond question. Its lustre, strength and the facility with which it may be worked have gained for it a wide popularity.

If you are not already a user of our thread we shall be pleased to mail you samples on request.

Let us show you the promptness of our service and the reliability of our supplies.

## The A. G. Mooney Company

Toronto  
Ed. R. LEWIS  
45 Front St. East

220 Lemoine Street, MONTREAL

Quebec  
J. P. PARENT  
St. Valier St.

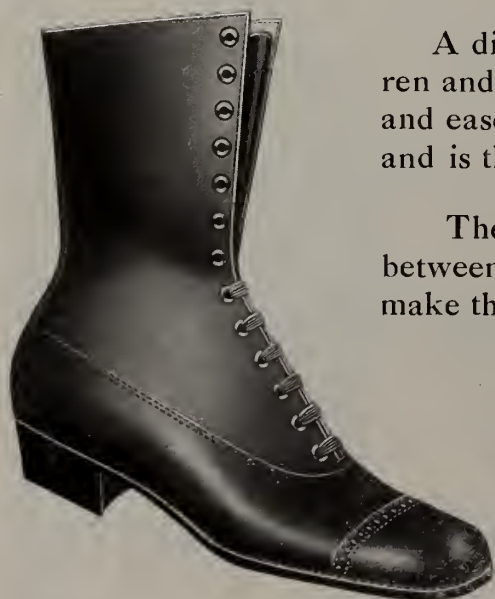
Have You Heard About

## The Globe Pillow Welt?



A distinctive feature in our footwear for Misses, Girls, Children and Infants. It is designed with special regard to comfort and ease for growing feet. The Welt is sewn right into the shoe and is the Genuine Goodyear.

The soft cushion insole, and the waterproof cork filling between the inner and outer soles are two features that help to make these shoes the most popular on the market.



## GLOBE SHOE LIMITED

Factory TERREBONNE, QUE.

Selling Agents

L. H. PACKARD & CO., LIMITED  
MONTREAL, P.Q.



# A Special Invitation

✧

If you are unable to call on us, we will be pleased to forward samples of any of our lines. Let us hear from you early.

✧

✧

**W**E should like you, Mr. Jobber, to visit our show-rooms, and see what we are offering for the coming season's business. We believe that the Aird Shoes, now being shown, will particularly commend themselves to you—there are many reasons. Come and see them.

✧

## Aird & Son

Registered  
MONTREAL

# Be Ready for the Rush

with a good stock of

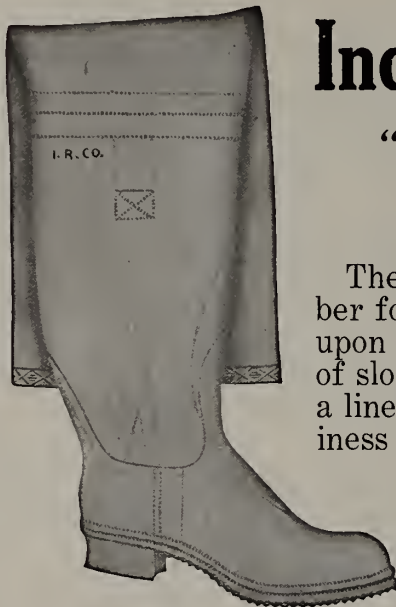
## Independent Brands

*"Dainty Mode" "Kant Krack"  
"Royal" "Veribest"  
and "Dreadnaught"*

The wise dealer knows that rubber footwear sales depend largely upon weather conditions. A spell of sloppy or wet weather will cause a line up for rubbers when the business has been quiet for weeks.

Returns from your trade in rubbers will be successful in accordance with your ability to meet these fluctuating demands. You should fortify your business by keeping a good stock on hand to be ready for the line-up when it comes.

Now is the time to place your orders for next season. You cannot be too early, you may easily be too late. Stock early with rubbers which always draw repeat orders—INDEPENDENT.



*Our Travellers  
are now  
on the road*



**The Independent Rubber Co., Limited**

MERRITTON

ONTARIO



# Independent Rubbers *for* Season 1919-20



*Now Ready—*

Our representative  
will call on you.



### OUR WHOLESALERS

Amherst Boot & Shoe Co., Ltd.,  
Amherst Boot & Shoe Co., Ltd.,  
E. A. Dagg & Company,  
A. W. Ault & Company, Limited,  
White Shoe Company,  
McLaren & Dallas,  
The London Shoe Company, Limited,

Amherst, N.S.  
Halifax, N.S.  
Calgary, Alta.  
Ottawa, Ont.  
Toronto, Ont.  
Toronto, Ont.  
London, Ont.

Kilgour, Rimer Company, Limited,  
The J. Leckie Company, Limited,  
James Robinson,  
Brown Rochette, Limited,  
T. Long & Brother,  
Dowers, Limited,

Winnipeg, Man.  
Vancouver, B.C.  
Montreal, Que.  
Quebec, Que.  
Collingwood, Ont.  
Edmonton, Alta.

## The Independent Rubber Co., Limited

MERRITTON ONTARIO

## For Jobbers Only

**Women's White Canvas  
and Satin Slippers**  
*"turns only"*

Latest up-to-date  
Lasts and Patterns

Manufactured by

**Wakefield Slipper Co.**  
Sanbornville, N.H.

Canadian  
Representative

**MEN'S  
BOYS'  
YOUTHS'**

St. le Nailed and  
Standard Screw Shoes

Manufactured by

**MILTON SHOE CO.**

Can be seen anytime at my  
Sample Rooms

Sales  
Manager

**HARRY E. THOMPSON**

10 Victoria Street

**MONTREAL**

*Patented*  
Dec. 30th, 1913

*Patented*  
Oct. 26th, 1915

# Vulco-Unit Box Toe

SUMMED UP IN THREE WORDS  
GIVES



**Economy**  
**Style . . .**  
**Durability**

*Absolutely Water-proof and Perspiration-proof*

**BECKWITH BOX TOE LIMITED**

Sherbrooke, Quebec, Canada



# CLARKE'S

Patent Leather Makers  
to the Empire



The Largest Patent Leather Factory  
in the British Empire



A. R. CLARKE & CO., LIMITED

Offices and one of the factories of the A. R. Clarke organization, which supplies a trade of world-wide dimensions. The total production of 1918 was over two million dollars, and covered all parts of the British Empire and the United States of America.

# A. R. Clarke & Co., Ltd.

MONTREAL

TORONTO

QUEBEC



Showing a section  
of shirt clothing  
department.

Some idea may be formed from the accompanying photographs of the equipment and splendid facilities for maintaining a large output of high grade materials and products. The A. R. Clarke Company, since its establishment in 1852, has enjoyed a steady growth which has made it the largest manufacturing concern of its kind in the Empire.

Laing Street Factory  
where more than 300  
sides of leather are  
produced daily.



# A. R. Clarke & Co., Ltd.

MONTREAL

TORONTO

QUEBEC



Part of Enamel  
Factory with a  
production up to  
1,000 sides daily.

Throughout the plant, Clarke's Patent Leather is handled with such exacting care in each process of its manufacture as to make its reputation for faultless quality, unimpeachable.

Users of Clarke's know how well we maintain our quality standards.

This is largely the reason for our success, and the success of manufacturers who use our products.

Department where  
Gloves are finished  
to the extent of  
1000 dozen weekly.

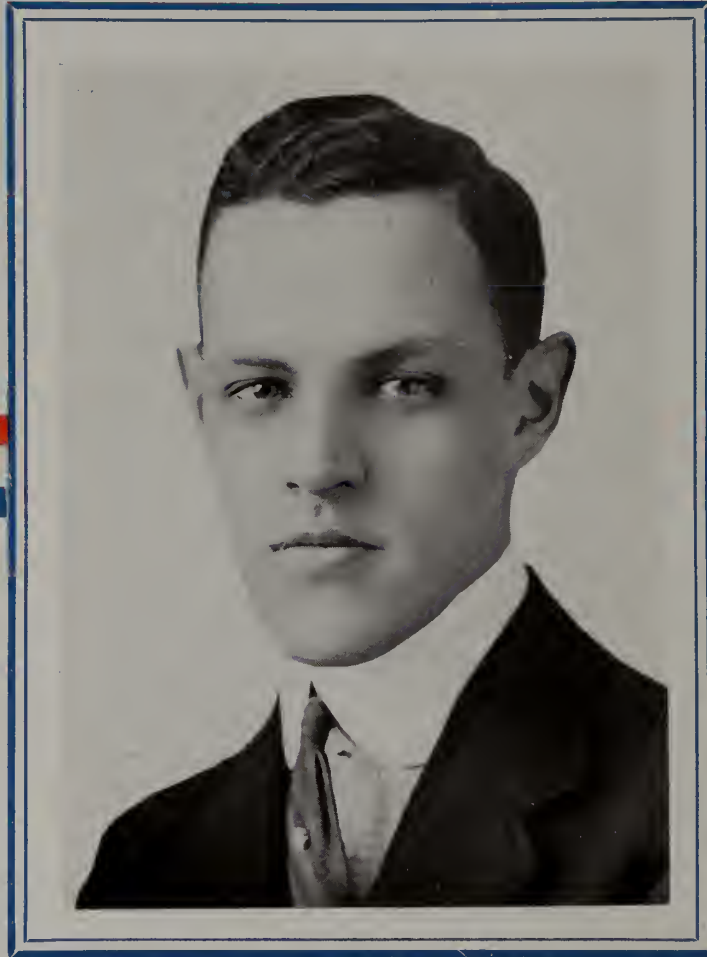


# A. R. Clarke & Co., Ltd.

MONTREAL

TORONTO

QUEBEC



Mr. Griffith B. Clarke under whose leadership the business has grown very rapidly, until it now occupies the proud position of the greatest Patent Leather concern in the British Empire.

# A. R. Clarke & Co., Ltd.

MONTREAL

TORONTO

QUEBEC



# FOR RETAIL FAMILY TRADE

Miner  
Service  
Gives  
Satis-  
faction

In Stocking Miner shoes, the retailer is able to supply his customers, both children and adults, with footwear of uniform make. He is sure of being able to recommend to them a shoe in which he has absolute confidence, a reliable product in every way.

You certainly cannot go wrong with Miner Shoes "for all the family." Order early and stock well.

## The Miner Shoe Company, Limited

MONTREAL

OTTAWA

QUEBEC

*Agents for the Celebrated Miner Rubber Footwear*

# Lady Belle



OUR TRAVELLERS  
NOW OUT

**The Lady Belle Shoe Company Limited**

**KITCHENER  
ONTARIO**



# KITCHENER'S COMING SHOE STYLE SHOW

The first Canadian Shoe Style Show will be held in Kitchener, Ontario, from the 17th to the 23rd of July, 1919.

This city, well known for its high place in the output of Canadian Footwear, will present to the trade a showing of Canadian shoes produced there and in adjoining towns.

At least thirty manufacturers will exhibit for your inspection, shoes and allied products, representative of Kitchener's activity and prominence in the trade.

The show will be held in the city's splendid auditorium. Here, visiting buyers will secure a comprehensive and accurate knowledge of the important development of the shoe and leather industry in this part of Ontario. Prominence will be given the Season's newest in style.

Kitchener has an important message for the trade. You owe it to your business to see the show without fail.

Address inquiries to Mr. J. P. Scully, Secretary, Kitchener, Ontario.

---

***Tell Your Friends About It***



*Life-Buoy Footwear*

*Superior Quality*

Our efforts are devoted to  
the making of Rubber Footwear  
only, resulting in a brand of

# Superior Quality

See a Life-Buoy Salesman  
before you place for Fall 1919  
delivery.

**The Kaufman Rubber Co., Limited**

**Kitchener - Ontario**

Complete Sorting Stocks carried  
in all principal Canadian  
Cities



**Kitchener is located in the centre of Canada's Largest Province**

---

**Superior Quality****Life-Buoy Footwear**

---



You cannot afford to take chances on the Quality of the Rubber Footwear you buy.

# Life-Buoys

will give you the maximum of wear and real dollars in profit.

**The Kaufman Rubber  
Co., Limited**

**Kitchener - Ontario**

All inquiries receive most prompt and careful attention.



---

**Kitchener's Manufacturers are organized for Quality of Production**

H. O. McDowell

H. N. Lincoln

# INTERNATIONAL SUPPLY CO.

IMPORTERS  
MANUFACTURERS



JOBBER  
SALES AGENTS

## SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

EASTERN BRANCH  
401 CORISTINE BUILDING  
MONTREAL

MAIN OFFICE AND FACTORY  
37 FOUNDRY ST. S.  
KITCHENER

Representing

American Lacing Hook Co.  
Waltham, Mass.  
Lacing Hooks and Hook  
Setting Machines

Armour Sand Paper Works  
Chicago, Ill.  
Crystolon Paper and Cloth  
for Buffing and Scouring

Boston Leather Stain Co.  
Boston, Mass.  
Inks, Stains, Waxes, etc.  
Cyclone Bleach

The Ceroxylon Co.,  
Boston, Mass.  
Ceroxylon, the Perfect  
Liquid Wax

Dean Chase Co.,  
Boston, Mass.  
Shoe Goods, Cotton  
Thread

The Louis G. Freeman Co.,  
Cincinnati, O.  
Shoe Machinery

Hazen, Brown Co.,  
Brockton, Mass.  
Waterproof Box Toe  
Gum, Rubber Cement

Lynn Wood Heel Co.,  
Keene, N.H.  
Wood Heels and Die  
Blocks.

Markem Machine Co.,  
Boston, Mass.  
Marking and Embossing  
Machines, Compounds,  
Inks, etc.

M. H. Merriam & Co.,  
Boston, Mass.  
Binding, Staying, etc.

Puritan Mfg. Co.,  
Boston, Mass.  
Wax Thread Sewing  
Machines  
Poole Process for Good-  
year Insoles

The S. M. Supplies Co.,  
Factory Supplies,  
Needles, etc.

H. S. & M. W. Snyder, Inc.,  
Boston, Mass.  
Kids, Cabrettas and Horse

J. Spaulding & Sons Co.,  
N. Rochester, N.H.  
Guaranteed Fibre Coun-  
ters, Fibre Innersoling

The Textile Mfg. Co.,  
Toronto, Ont.  
Shoe Laces

United Stay Co.,  
Cambridge, Mass.  
Leather and Imitation  
Leather Facing, Welting,  
etc.

## If You Make White or Colored Shoes YOU NEED

# Rubber Paper

It is the **Ideal Covering** for **Keeping Shoes Clean** in the works—waterproof, oilproof, greaseproof, very durable, being **Creped** it stretches and it **Does Not Tear**—Works easily in cutting, sewing and pulling over—Costs only a fraction as much as cloth, cheaper than most paper. We will gladly submit **Sample for a Practical Test.**

Made by

## HAZEN-BROWN CO.

BOSTON, MASS.

Who also make

**Rubber Cement for all purposes HAZENITE**  
**Halbro Waterproof BOX TOE GUM**  
**BACKO Paste Cement and Pasting Machine**  
**We Stock Rubber Paper, Halbro and Backo**



All good finishers recognize this Trade Mark. They know it **Stands for Highest Grade, Dependable Finishes** for all grades of Shoes.

It is not necessary for you to import your finishes, we have a complete line of finishes to meet the requirements of any and all kinds of leather.

## Inks, Stains, Dressing, Dyes, Waxes and Polishes AND THE FAMOUS CYCLONE BLEACH

If you are not familiar with these goods you owe it to yourself to get acquainted. Now is the time.

We are ready to submit samples and demonstrate.

*Kitchener Possesses Excellent Railway and Shipping Facilities*



# ANNOUNCEMENT

To Manufacturers of  
High Grade Welts and Turns

We have set aside one of our  
tan yards for the production of

## AMERICAN UNION SOLE LEATHER

Samples of which will be available in  
the very near future in

### Crops, Backs and Bends

With full appreciation for the kind con-  
sideration you have given our lines in  
the past and soliciting your continued  
patronage.

We are,

Yours for the best in Sole Leather

# The Breithaupt Leather Company, Limited

*Manufacturers of*  
*"The Standard of Canadian Sole Leather"*

Kitchener Toronto Montreal Quebec





## Our Travelers Are Now in Their Respective Territories



—with a full range of samples for the coming season. Your time spent in looking over their samples will prove a good investment to you.

The "AHRENS" shoes, stylish, yet good fitting staples, for Men, Women, Boys, Youths, Misses and Children in both McKays and Standard Screw, are better than ever.

The "CHUMS" welts for Boys and Girls, ranging in sizes 3 to 7½, 8 to 10½, and 11 to 2, will daily increase your trade and strengthen your profits.

All lines are our own manufacture, and most of them on our in-stock lists, so that nothing is lacking as to quality, quantity or service.

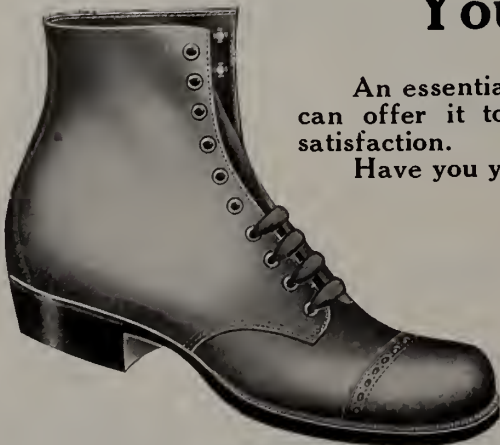
*Chums*  
REGISTERED

Charles A.  
**AHRENS**  
limited  
KITCHENER, ONT.

THE  
*AHRENS*  
SHOE

# Hydro City Shoes

A Line of Solid Leather and one  
of the Best Selling Shoes  
You Can Handle



An essential staple for every stock. It has real merit as a seller and you can offer it to your customers with every assurance of giving complete satisfaction.

Have you your stock of HYDRO SHOES for 1919?

**Hydro City Shoe**  
Manufacturers

*Limited*  
Kitchener

Ontario



# BOSTON DISTRICT

## Shoe Manufacturers' Goods



Canvases, Topping Fabrics, Linings, Laces, Buttons, Stays, Bindings, etc.—practically everything used in the manufacture of shoes except leather and hardware—one of the longest lines in the United States.

*Eve Cloth*

The Perfect White Shoe Fabric

*'Red-line-in'*  
REG. U.S. PAT. OFF.  
*"Rushur"*  
*Wear Proof*

The strongest and longest wearing shoe linings made

### FARNSWORTH, HOYT COMPANY BOSTON

*Samples and prices of any line on request*



# Lawrence Leathers

Are Known and Used the World Over

**A. C. LAWRENCE LEATHER CO.**

**BOSTON, MASS., U.S.A.**



Originators of

### NUBUCK

(Trade Mark Regd.)

Makes cool, comfortable shoes.  
 Easiest to keep clean of any suede finished side leather.  
 White and popular shades.

Originators of

### ACLOSUEDE

and

### ACLOTAN

Chrome tanned.  
 Predominant in the domestic glove leather field.

Originators of

### BLACK DIAMOND

(Trade Mark Regd.)

Chrome Patent Sides  
 Black and Colors  
 The most extensively sold Chrome Patent Sides on the market.

Originators of

### GUN METAL

(Trade Mark Regd.)

### CALF

The Old Reliable

No other calf leather has ever approached the degree of popularity established by Gun Metal Calf.

Black and Colors

Originators of

### WEILDA

(Trade Mark Regd.)

Suede-finish Calf.  
 Very popular with our export trade.

Originators of

### COLORED GUN METAL

(Trade Mark Regd.)

### SIDES

Colors—Tan, Brown, Mahogany, Cherry Red, Coco.

Originators of

### “HUB”

Pigskin Welting

### “HUB”

Pigskin Sole Leather

# A·C·LAWRENCE LEATHER Co

BOSTON : MASS. U.S.A.

NEW YORK

CHICAGO  
ROCHESTER

ST LOUIS  
GLOVERSVILLE

CINCINNATI

# HENWOOD & NOWAK, INC.



BLACKS  
and  
COLORS

## Henwood & Nowak, Inc.

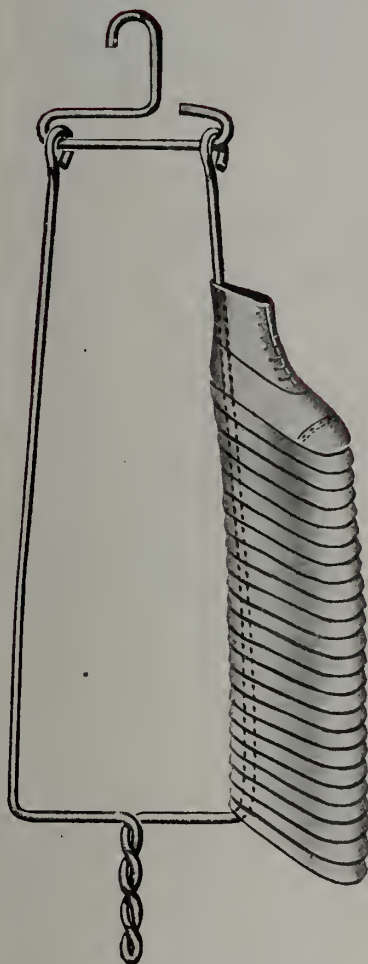
95 South St.,

BOSTON, MASS, U. S. A.

Tannery—WILMINGTON, DEL., U. S. A.

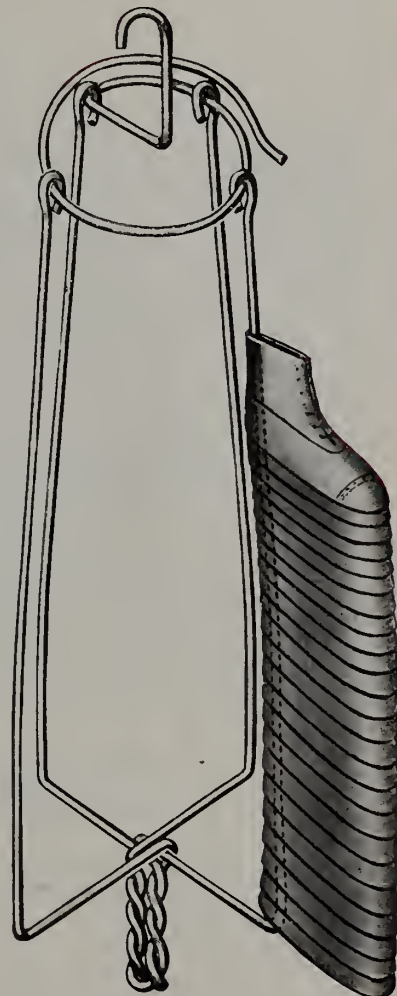
# FRENCH'S UPPER HANGERS

## Fill a Long Felt Want In the Stitching Room



2-Arm Style  
Patented April 26, 1910

These hangers will keep your uppers from being soiled and prevent cases from being mixed. The hangers are made to stand upright by simply inserting the twisted wire projection at the bottom into a hole in the bench. The hook piece at the top is not used until the required number of uppers are strung on the standards. *When filled the whole frame is removed from the bench and hung on a rod for the next operation.*



4-Arm Style  
Patented March 8, 1910

**Once used you would never be without them**

*Order a sample dozen and try them out*

# THE S. M. SUPPLIES COMPANY

121 Beach Street, Boston, Mass., U.S.A.

# White Shoe Fabrics

in all qualities for all grades of shoes

## *Polar-Kloth*

The exceptional merits of this fabric have developed a tremendous demand. If you want a high grade cloth at a reasonable price, that has strength, finish and wearing qualities, **Polar-Kloth** will meet your strictest requirements.

## *Worsted Corkscrew*

We can deliver at once all the popular shades in an exceptionally good quality in about eighteen ounce weight. Fabrics in colors for fall wear are coming strong. Are you showing samples?

## *Titeseam Thread*

We manufacture and guarantee for Welt, Turn, McKay and Shuttlework.

## *Cotton Goods*

We carry Twills, Drills, Flannels, Sheetings, Ducks, Poplins.

# THOMAS, LAKE & WHITON, Inc.

Manufacturers and Converters

103 Bedford Street (Cor. Lincoln) BOSTON, Mass., U.S.A.



*Queen Quality*  
 REG. U.S. PAT. OFF.  
**SHOES**



**C**ONCLUSIVE evidence of the trade-drawing power of the Queen Quality Trade-Mark is the growth of the Queen Quality Boot Shop established in New York in November, 1911, and doubled in size during the summer of 1918. The constantly growing patronage of this store, which necessitated its present size, is concrete proof that this Trade-Mark on footwear attracts women to a greater extent than any other factor in the women's shoe field.

As the Trade-Mark identity of "Queen Quality" shoes has built and held a steadily growing trade in the heart of New York's great retail center, under the most severe conditions, so it is building business for merchants elsewhere who have the exclusive right to its use in their communities.

**THOMAS G. PLANT COMPANY**  
 BOSTON, MASS.

Canadian Representatives:  
**M. W. MURDOFF & SON**  
 TRENTON, ONT.

# Only One Line of Marking Ink

manufactured that will give satisfactory results on Power Marking Machines, and that is the Ink manufactured and sold by

## **THE MARKEM MACHINE CO.**

Other compounds may be offered, but this is the only one especially prepared for our machines.

If you have any material in your factory on which you fail to get satisfactory results with any Ink Stamping Machine, write us for information regarding our

## **SILVER KING MARKING MACHINE**

and our

## **Silver Marking Compound**

or better yet, send us sample and let us mark it and return it for your inspection.

## **MARKEM MACHINE COMPANY**

Manufacturers of Marking and Embossing Machines for the shoe manufacturer's every requirement

**232 Summer Street,**

**BOSTON, MASS.**

The L. G. Freeman Co., Cincinnati, Ohio.  
Dolliver & Bros., San Francisco, Cal.  
Manufacturers' Supplies Co., St. Louis, Mo.  
C. J. Simes, Milwaukee, Wis.

O. J. Locke Co., New York, N. Y.  
Markem Machine Co., Rochester, N. Y.  
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# The C. G. Flynn Leather Co.

**107 South Street, BOSTON, Mass.**

The Largest Leather Remnant and Scrap Leather Dealers in the World

## **SPECIAL LIST OF OFFERINGS**

### **Sole Leather Department**

- 40 tons Oak Buffalo Hind Shanks.
- 20 tons Oak Buffalo Fore Shanks.
- 50 tons Oak Bellies.
- 15 tons Extra Wide Russet Leather Bellies.
- 8 tons Russet Leather Pieces.
- 100 tons Oak and Hemlock Heeling from 5 to 12 cents per pound.
- 100 tons Oak and Hemlock Half Heeling from 1 to 5 cents per pound.
- Factory Cut Soles, Outer Soles, Inner Soles and Half Soles.

### **Upper Leather Department**

- 20 tons Black Wax Split Shoulders.
- 60 tons Natural or Tan Split Shoulders and large Remnants suitable for cutting shoes.
- 75 tons Upholsterers' Remnants from the Automobile and Carriage Trade, 10 to 35 per pound from hand and machine Buffed Leather.
- 100 to 200 tons Upper Leather, Hat Sheep, Hat Skivers, Book Sheep and Imitation Leather Remnants at various prices.
- 10 tons Imitation Leather pieces 1 yd. and up 36" to 55" wide.

*Correspondence Solicited from Buyers and Sellers*



**SPAULDING'S**  
Fibre Counters  
*Guaranteed*



## THIS WIDE SCARF

*Is a Feature found only in*

**SPAULDING'S**  
Fibre Counters  
*Guaranteed*

It produces a flexibility of the upper edge of our counters which prevents any sharp outlines from showing through even the lightest stock.

It also allows the counter so follow closely the contour of the last, insuring a neat, trim looking shoe.

*We make our own fibre*

# J. SPAULDING & SONS CO.

Main Office and Factory  
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**SPAULDING'S**  
OAK TAN  
FIBRE INNERSOLING

# FOOTWEAR SPECIALTIES

SPIRAL PUTTEES—Wool Knit Fabric.



Price \$35.00 per doz.;  
\$3.00 per pr.

Order Now for Early Delivery

SIESTA FELT SLIPPER—Style 917.



Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's  
\$18.00 per doz.; size 6-12. Misses' \$15.00  
per doz.; sizes 11-2. Child's \$13.75 per  
doz.; sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz.  
Women's 6 and 9 button, Men's 5, 6, 7,  
8, 10 buttons. White, Gray, Chamois,  
Fawn, Taupe.

Send for prices and samples on our full lines of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND OOZE MATERIAL. Also Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

Watch for our salesman, Mr. A. L. Kenney, who expects to call on the trade between Montreal and Toronto at about this time.

**The Wiley-Bickford-Sweet Company**

HARTFORD, Conn.

(Address either Office)

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ENGAGED IN THE PRODUCTION AND DISTRIBUTION OF

# FELT

*Naturally FITS US to Meet Every Demand made for FELT. FELT has become the Most Common Product used, outside of Leather, in the Making of Shoes. It is Used for BOX TOES, UPPER and TOPPING STOCK, SOLES, INSOLES, LININGS, CUSHION SOLES, FILLER, HEEL PADS, SHOE ROLLS, BUFFING ROLLS, SHOE RACKS, Etc.—Its Uses Increase Daily.*

**The SUPERIOR Line of FELTS Meets ALL THESE NEEDS and Many More**

*Send for Samples and Prices*

**BOSTON FELT MFG. CO.**

112 Beach Street, BOSTON, MASS., U.S.A.



# GEORGE C. VAUGHAN

Tanneries at Peabody, Massachusetts, U. S. A.

## IVORY SOLES—IVORY WELTING

Greatly Increased Capacity.

Prompt Deliveries.

# WILO

Reg. USA

Color 14—Smooth WILO Snuff Sides—Dark Brown Shade.

Color 18—Smooth WILO Snuff Sides—Medium Brown Shade (Next Season's Color).

Color 23—Smooth WILO Snuff Sides—Light Tan Shade (Our Latest Color).

Chocolate Chrome Retanned (Army and Civilian)

Chocolate WILO Elk Full Grain Sides.

Coffee WILO Elk Full Grain Sides.

Coffee W.P. WILO Elk Full Grain Sides.

Black WILO Elk Full Grain Sides.

Chocolate WILO Elk Full Grain Sides.

(Special boarded—medium price)

Tanned Boarded WILO Full Grain Sides—Medium Brown Shade (Most Popular Color for Export)

Black Boarded WILO Snuff Sides—(Our Best Black Export Line)

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**WILO SPLITS**

Gusset, Shoe and Glove

Tan, Chocolate, Black, Pearl, Yellow, Khaki

**Exclusive Selling Agents**

## C. D. KEPNER LEATHER CO.

223 West Lake St., Chicago

139 South St., Boston

# H. S. Snyder

inc.

65 SOUTH ST., BOSTON.

## HORSE FRONTS—HORSE BUTTS

MADE IN

MAHOGANY, PEARL AND  
OYSTER GREY, MEDIUM  
AND LIGHT TAN

MADE IN

BLACK, TAN AND  
MAHOGANY, INCLUDING  
BOX AND SPECIAL FIGURES

INDIA GOAT and CHROME KID

HAVANA BROWN and OYSTER GREY

ALL POPULAR COLORS and SHADES

OOZE SPLITS

For Gussets

DOPED SPLITS

Better known as YORKO  
in Black & Colors

CANADIAN AGENTS

## INTERNATIONAL SUPPLY CO.

KITCHENER, ONT.

MONTREAL, QUE.



## P. & V. Colored Calf

Has no Superior for its Beautiful, Smooth, Soft Grain. It is worn by the Most Fastidious Leaders of Fashion. Always the same—P. & V. Standard.

## P. & V. Glove Leathers

Have won for themselves a Recognition well in keeping with that Standard of Quality and Durability which Users of these Leathers will Testify to. Soft in Feel, Smooth in Color, the Right Stretchiness, Easily Cleaned. Always made true to P. & V. STANDARD. These Features have been Responsible for the Big Popularity of P. & V. Glove Leathers.

Made of Full Grain Horsehide and Cowhide  
both in Buffed Split and Full Grain.

*Send for Samples before the Rush*

## Pfister & Vogel Leather Company

Milwaukee, Wis.

Canadian Agents:

Pfister & Vogel Company, 87 South St., Boston, Mass.



East Side of Menominee Calf and Kid Tannery



for

Men and Women



Attention to the smallest details, creation of features of merit and styles that are attractive and correct, impart to these shoes the values that give them precedence.



*Edwin Clapp*  
*& Son Inc.*  
ESTABLISHED 1853

EAST WEYMOUTH, MASS., U. S. A.



The "NATIONAL SHOE FINDINGS" Trade-Mark

Stamped on All Shoe Goods Means

**BEST WORKMANSHIP—BEST QUALITY  
UNIFORMITY—PROPER FITTING QUALITIES**

All Stock is Cut by Machine with the following advantages—

Factory routine minimized. Better efficiency. Die cost eliminated. Saving in factory space. These are valuable considerations a manufacturer of shoes sooner or later learns.

LININGS	TIPS	STAYS	FILLERS	BOX TOES	MISCELLANEOUS
<ul style="list-style-type: none"> <li>Sock</li> <li>Vamp</li> <li>Quarter</li> <li>Tongue</li> </ul>	<ul style="list-style-type: none"> <li>Oil Paper</li> <li>Oil Sheeting</li> <li>Rubber Backing</li> <li>Flannel, Drill, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Button, Eyelet</li> <li>Rubberized</li> <li>Heart, Vamp</li> </ul>	<ul style="list-style-type: none"> <li>Felt</li> <li>Tar Felt</li> <li>Felt Paper</li> <li>Leatherboard</li> </ul>	<ul style="list-style-type: none"> <li>Felt</li> <li>Buckram</li> <li>Canvas</li> <li>Burlap</li> <li>Flannel</li> </ul>	<ul style="list-style-type: none"> <li>Leatherboard Insoles</li> <li>Heel Pads</li> <li>Shank Veneers</li> </ul>

In sending for samples, state specifications, giving stock clippings and paper patterns, showing sizes wanted. Let us quote you prices.

**NATIONAL SHOE FINDINGS CO. Lynn, Mass. Tel: 2586 Lynn**

Canadian Agents:—INTERNATIONAL SUPPLY CO., Montreal, Que., Kitchener, Ont.



# SELBY SHOES

## FOR WOMEN

give real satisfaction, because they are **RIGHT** in style, material and workmanship.

### MR. L. L. LINDSEY

with offices in Washington Arcade, Detroit, Mich., has been engaged to cover **CANADA**.

He will carry a most complete line of Welts, Turns and McKays in the best grades. High grade **TURNS** will be especially well represented.

Our advertised Shoe—the famous

### *Arch Preserver*

is especially well adapted for Canadian requirements.

**The SELBY SHOE Co.**  
Portsmouth, Ohio, U. S. A.



# **A Merchant's Greatest Asset is Confidence and Enthusiasm**

---

## **A Clerk**

to acquire enthusiasm must be inspired by the Article he is selling.

## **Mr. Merchant**

if your sales people are half-hearted in their efforts

## **There's A Reason!**

Probably you are forcing them to sell

## **An Alibi Line**

The J & K snappy, arch-fitting shoes for young women will not only cause your clerks to ENTHUSE, but your CUSTOMER as well, because they are the

## **Easiest Selling Shoes in America To-Day**

Therefore, a big asset in any store.



**Canadian Representative:**

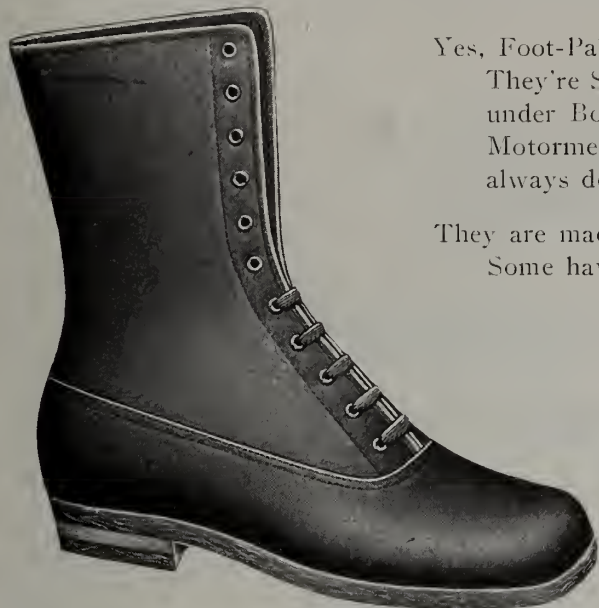
**S. R. Murphy**

1831-32 Republic Bldg.,  
Chicago, Ill.

**THE JULIAN & KOKENGE CO.**  
**CINCINNATI.**



# THE E-Z WALK FELT BALS Are Men's "Foot-Pals"



No. 839—Men's Felt Bals

Yes, Foot-Pals is the only word that does justice to our Bals. They're So Warm, So Comfortable and So Pleasant to wear under Boots or Overshoes, that two out of every three Motormen, Policemen, Firemen, Lumbermen and others always demand E-Z Walk Bals.

They are made of heavy felt, wear like iron, and fit real well. Some have felt soles and others have leather ones.

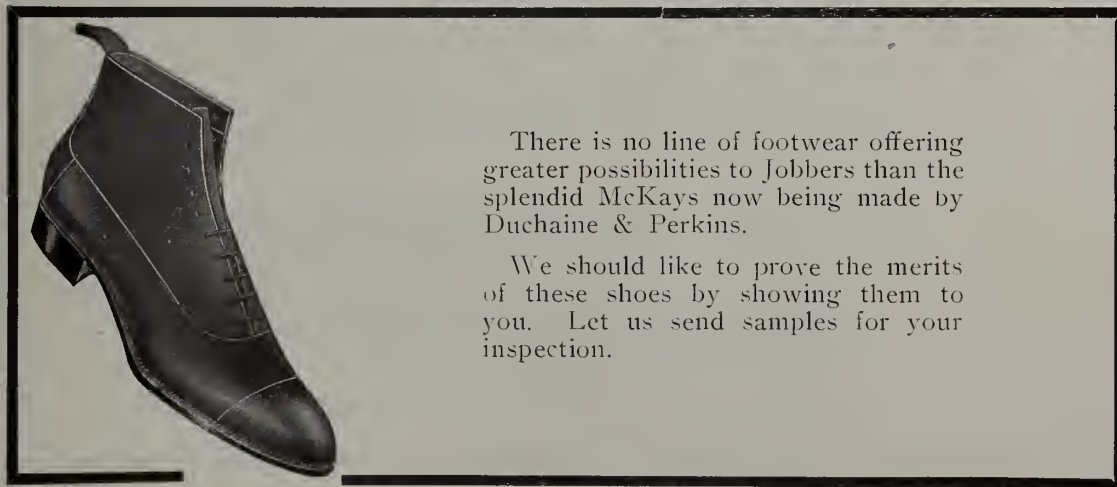
If you'd only realize the great financial possibilities E-Z Walk Bals offer, you'd do what the other wise Shoe Retailers do. They always have a supply on hand and mighty glad of it.

Ask your jobber to show you E-Z Walk Bals and Men's Felt Slippers. The prices will enable you to sell them at a popular figure, and make a liberal profit besides. If your Jobber can't supply you communicate with us, won't you?

**The E-Z Walk Mfg. Co., Inc.**  
 62-70 WEST 14TH ST. NEW YORK, N. Y.

*Also Makers of the E-Z Walk Arch Supports*

# High Grade McKays



There is no line of footwear offering greater possibilities to Jobbers than the splendid McKays now being made by Duchaine & Perkins.

We should like to prove the merits of these shoes by showing them to you. Let us send samples for your inspection.

**Duchaine & Perkins**  
**QUEBEC**



Montreal Sample Room  
 E. T. Bank Bldg., St. James St.

T

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The Institution With a  
National Program

## Important Announcement to Our Customers

The Success of TETRAULT WELTS during the past years has made our organization one of National repute in its line

Believing the development of

## A Broad Reconstruction Policy

to be the duty of all good Canadian concerns at this time, we are pleased to announce to our customers that we have been successful in

## Securing Large Export Orders

with every prospect for greater business in this field. This will assist in maintaining the domestic prosperity of the last four years, and in keeping production at its normal volume. It is part of the policy of

## Tetrault Progressiveness

making our own institution, and the Canadian Shoe Industry generally, all the stronger, by forcing recognition internationally.

# Tetrault Shoe Manufacturing Co.

LIMITED

*Largest Producers of Boots and Shoes in Canada*

Office and Warehouse—  
9 Rue De Marseille,  
Paris, France

Montreal

Toronto

T

T

Tetrault Welts at Home  
and Abroad

## Service Begins at Home

Although the output of our TWO FACTORIES is completely sold until early Summer, we can assure our customers that this will not in any way interfere with our usual excellent Service on our Spring Orders.

### Canadian Business our First Consideration

Going beyond the Canadian Field does not mean neglect of the Canadian Trade, either in production or delivery. We have arranged with other manufacturers to handle any surplus export business.

Our undivided attention will always be given to Canadian orders, and there will be no let-up to the

### Tetrault Concentration

on supplying the Men's Welt Shoe requirements of the Canadian Trade.

**Tetrault Shoe Manufacturing Co.**  
LIMITED

*Largest Producers of Boots and Shoes in Canada*

Office and Warehouse—  
9 Rue de Marseille,  
Paris, France

Montreal

Toronto

# YAMASKA

## REAPS THE PROFITS



**B**ECAUSE it sells readily and regularly. As a strong serviceable boot for men and boys, you cannot better it and it gives the satisfaction that counts in building business. With an all leather product like YAMASKA to offer your customer, you can defy competition and hold your trade. YAMASKA is built for every day wear and long service.

You will do well to place your order now for a stock of these shoes for men. Drop us a postal to-day.

*A Shoe  
With an  
Appeal to  
Common  
Sense*

La Compagnie

# J. A. & M. COTE

Factory at ST. HYACINTHE, Quebec



# JOBBER'S

## High-Class Women's McKays and McKay Welts



Women's Shoes  
with either  
Cuban or Louis  
Heels

In making our first announcement to the jobbing trade, we want to emphasize the capability of our lines for securing profitable business for jobbers. As specialists in the process of Women's McKays and McKay Welts, we are able to offer a shoe lacking nothing in quality and high-class workmanship.

# EUREKA SHOES



By comparing our Shoes with others you will be convinced that there is a large volume of business to be obtained with this footwear by its unmistakable superiority in all round thoroughness of shoemaking. Shall we send you samples?

# Eureka Shoe Co. Limited

Three Rivers - Que.



# Before Placing Orders

See what the Salesmen have to show you  
in these six brands of Guaranteed Rubbers

For years, the Dominion Rubber System has been studying your needs.

With factories and service branches all over Canada, and with experts in constant touch with the leading shoe manufacturers, the Dominion Rubber System is in a position to supply Rubbers for every style and shape of shoe you carry for men, women and children.

Salesmen will show you these styles, and also show you the big, striking advertisements that will appear in the leading papers from coast to coast, in order to help you sell more Dominion Rubber System Rubbers.

Hold your orders until you see the **big** line—the **complete** line—the **advertised** line—of Dominion Rubber System Rubbers.

## Dominion Rubber System Service Branches are Located at

Halifax, St. John, Quebec, Montreal, Ottawa, Belleville, Toronto, Hamilton, Brantford, London, Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Edmonton, Calgary, Lethbridge, Vancouver and Victoria.



# Footwear in Canada

A Journal of its Findings, Making and Sale.

Published Monthly for the Good of the Trade by

**HUGH C. MACLEAN, LIMITED**

HUGH C. MacLEAN, Winnipeg, President.

THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO  
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade

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VANCOUVER - Tel. Seymour 2013 - Winch Building

NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building

CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.

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Vol. 9 March, 1919 3

#### Fall Styles

Footwear styles of the immediate future will be governed by circumstances rather than inclination.

The demand from retailers and, incidentally, the consuming public, has been for lower-priced shoes. This is scarcely possible so long as production costs are maintained at the present high level. Curtailment of styles, therefore, has been very much discussed among manufacturers as a measure of economy and, in the majority of cases, we believe, both in Canada and in the United States, an effort is being made towards conservatism in the matter of introducing radical style changes.

There is, however, another angle to the problem which is, that style in dress is rapidly becoming of more importance than ever before, and it is not likely that the fashionable element will pay fabulous sums for gowns, headgear and other adornment, and be satisfied with anything less than the utmost in attractive footwear. The high price of leather, however, can no doubt be counted upon to keep down the number of extreme styles to a minimum. There are "sane" styles and "freak" styles, but the day of the latter has, we believe, passed, and manufacturers will confine themselves to "stylish" footwear in the real sense of the word.

The program adopted by manufacturers in the Un-

ited States tends to confine the range to the colors allowed under the war-time regulations, although this is not necessary after July 1. These colors for women's shoes are: three shades of brown—dark medium and beaver; two shades of gray—medium dark and medium light; bronze, white, black and patent leather.

There will be a more noticeable demand for low shoes for late summer and early fall than ever before, and a great variety of new buckle designs are obtainable for what promises to be record-breaking buckle year. The wearing of oxfords is stimulated by the vogue of woolen hosiery in the colder months, and proof that they will likely be a very considerable style feature is found in their general use even at the present early date.

Many manufacturers believe that, with the return of overseas soldiers, there will be an increasing demand for the narrower models for men and, possibly, also a certain call for buck and fawn tops.

Present indications are that prices will continue stationary, possibly in some cases higher, for at least the remainder of the year. A careful study of the leather and labor situation, as outlined elsewhere in this issue, surely leaves no other conclusion. In view of this fact it should be the aim of the shoe retailer to be more careful and accurate in his buying. Shoes well bought are half sold and there is no indication apparent that buyers, in general, are not able and willing to pay a good price, providing they can get what they want. Simplicity is the keynote of style at all times, and, as a matter of fact, it is one of the surest signs of good workmanship and individuality. Sanity in patterns and an avoidance of "jig-saw" designs should, we believe, govern present buying. Look for beauty in design, rather than freakishness; harmony in color, rather than extremes and high grade workmanship that demands no apology for the price asked.

\* \* \*

#### Style Show for Kitchener

It has been announced that a shoe style show will be held by the manufacturers of Kitchener, Ont., and vicinity, including Galt, Waterloo, Preston, Elmira, New Hamburg and St. Jacobs, some time during the month of July.

The exhibition will be held in the auditorium at Kitchener and some thirty-five firms will be represented. The preliminary arrangements are being handled by two committees, with Mr. Charles A. Ahrens as president; Mr. Alex. Inrig, vice-president, and Mr. J. P. Scully, secretary. The advertising committee is headed by Mr. A. A. Armbrust and also includes Messrs. N. Davidson, H. O. McDowell and A. R. Kaufman. Mr. Inrig is chairman of the committee on arrangements and will be assisted by Messrs. J. Vallentine, Fred Ahrens and G. W. Charles. Other committees are to be appointed later.

The idea of this show is to afford retailers an op-

portunity for styles comparison impossible to obtain in any other way. Similar shows have been held in Rochester and Boston from time to time and many will recall the style show staged by Messrs. Getty & Scott, at the King Edward Hotel, in Toronto. These have all been a marked success and the Kitchener manufacturers show considerable enterprise in promoting the first Canadian style show where a number of manufacturers are collectively represented. It is felt that the month of July will be very suitable as it is a fairly quiet month among the retailers, and many will feel that a visit to Kitchener will be combining both business and pleasure. Those who are motor enthusiasts will find the trip by road particularly enjoyable.

The following is a list of the firms who will likely be among the exhibitors: New Hamburg Felt Company, New Hamburg; Canada Felt Company, St. Jacobs; Hurlburt Shoe Company and Solid Leather Shoe Company, Preston; Great West Felt Company, Elmira; Getty & Scott, and the Galt Shoe Company, Galt; Vallentine and Martin, Waterloo. In Kitchener is C. A. Ahrens & Co.; Canadian Consolidated Rubber Company; Canada Trunk and Bag Company; Breithaupt Leather Co.; Greb Shoe Co.; Gouriay Shoe Company; Getty Shoe Company; Hydro City Shoe Mfrs.; International Supply Co.; Kautman Rubber Co.; Lady Belle Shoe Co.; Lang Tanning Co.; Provincial Cut Sole Co.; Oscar Rumpel Felt Co.; United Shoe Machinery Company; Western Shoe Co.; W. E. Woelfle Shoe Co.

\* \* \*

#### **Salesman's Education an Asset**

Ever so much attention is given to stock keeping, to window trimming, merchandizing methods, to studying styles and the many other phases of modern methods of retailing, but how many are giving equal attention to the education of the man or woman who sells the shoe? The first mentioned items, one and all, require proficiency to the nth degree. No one would question that for an instant, but that does not excuse the up-to-date merchant from employing every reasonable method for the proper training of clerks and that again implies something besides proper decorum which is supposed to prevail as a matter of course.

The maximum of efficiency must include among other qualifications the ability to convey information about footwear to customers when required to do so. More than ever, the purchaser, by reason of higher prices, wants to know why. He or she has many questions to ask, perhaps. True, even to one well versed, they may not always be easy to answer. "What kind of leather is this?" "Who made this shoe?" "Why do they cost more?" "Is this a good sole, who made it, what kind is it, hemlock or oak,

which is better?" "Is there an advantage in a bench made shoe over a machine stitched?"

The clerk isn't often asked, maybe, to give a lecture on tanning, or provide for a liberal education on shoemaking methods while selling a customer, but so many are from Missouri, and if they are of the catechising kind how often it makes them happier, and hence repeat customers, if they encounter a clerk who knows something about a shoe besides fitting it rather than one whose only remark, if any, is: "Ah, um, not enough toe room—nice weather to-day—Let me try another."

There are few stores that do not subscribe to one or more trade papers and these are invariably filled with much information which would be invaluable to the salesman if he absorbed a quarter part of it. It is wise to encourage him in learning all he can about shoes, how they are made and what they are made of. On him depends largely the building of your trade. His efficiency and knowledge are factors of the utmost importance and the more he knows, used judiciously, the greater should be your sales.

\* \* \*

#### **Rubber Prices Same As January List**

The rubber companies this season will not likely introduce any new features.

The tendency for the past few years has been to eliminate unnecessary lines, rather than introduce new lines. As far as prices are concerned, the list prices issued on January 15th will be used in booking placing business during March and April. This season opened on March 3rd and will close on Wednesday, April 30th. Orders taken during this period will be delivered at any time between June 1st and October 31st at prices in force at the time the orders were booked. It has been customary to issue a higher list for the winter sorting business because of the additional cost of handling these goods through the numerous warehouses at different points. Placing orders are always packed and shipped direct from the factory.

Should it happen that next fall's sorting prices are reduced below the prices in force when placing orders are taken in March and April, it is likely that manufacturers would rebate on the placing shipments, thus giving customers their placing at as low prices as their sorting. It is very doubtful, however, if the sorting prices can possibly be any lower than the placing prices, as all raw materials are still very firm. As a matter of fact it is just possible that another slight advance may be necessary.

A false statement has appeared in the press that the placing prices would be guaranteed to the end of the year. What should have been said was that they would be guaranteed against decline, but the item gave the idea that prices would be guaranteed as well against a raise, which is not the case.



# Survey of Sole and Upper Leather Supplies

All Indications Point to Further Strengthening of Market and Shortage of Supply—Cost of Production and Labor Higher Than Ever—Foreign Demand Firms Domestic Prices for Raw and Finished Stock

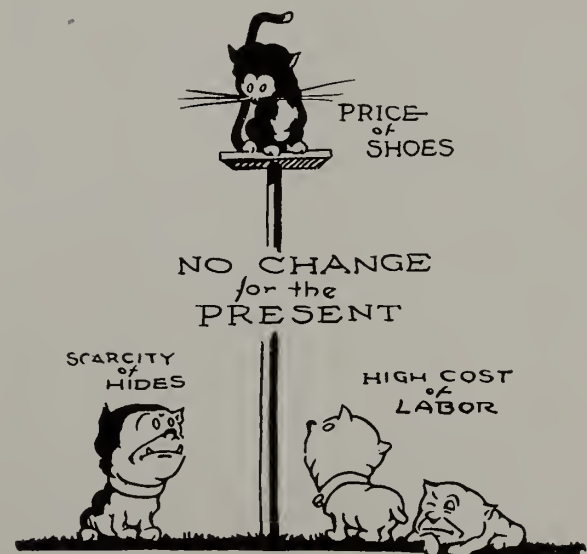
WE all know that, contrary to every hope, the cessation of hostilities, instead of having a weakening effect on the leather market, actually created an unprecedented firmness that has every sign of maintaining for another eight or ten months. In our February issue we mentioned the sale of a large quantity of kid for export at a price six or seven cents above market. This had the immediate effect of raising domestic prices a like amount, and it is just this continental demand that is going to keep leather prices on the top rung of the ladder. The present conditions regarding the kidskin market are well outlined in a statement we have just received from one of the largest tanning houses in the United States. They say, in part:

"Some months ago, at a joint meeting of the shoe wholesalers, retailers and manufacturers in New York city, it was decided that for fall business every effort should be made to eliminate the extravagant use of leather, having particular reference to the lighter shades of kid. You will understand that, at the present time, some kid tanners are completely out of raw material, and others are working about 50 per cent. of capacity, or less. Most of those tanneries running 50 per cent. will be pretty definitely shut down for a more or less indefinite period during the month of March, pending the arrival of new purchases of goat-skins. The cause for this delay in securing skins was the embargo which was placed by the United States War Industries Board on the importation of all goat-skins. This embargo went into effect on June 15th last, and people are only just beginning to receive skins which they had already owned last June in foreign markets, but which were held up by the embargo. At the same time the government requested kid tanners not to purchase any raw material in foreign markets while the embargo was on. Most of us believed this to be a wrong policy, not agreeing with the government in their contention that prices would be brought down by this action. We believe that our ideas on this subject were fully substantiated by the tremendous advances which immediately took place when the embargo was lifted. Prices to-day are, in some instances, fifty per cent. higher than they were at the time the embargo was placed, and a great deal higher than prices at which material could have been bought while the embargo was in effect.

"We cannot see any slackening up in the demand for kid. Conservative shades, such as Havana brown, dark gray, lighter shade of brown (such as "field mouse" or beaver") and white and black kid are selling stronger to-day than ever before. The domestic market of \$1.10 for top grades on any of the colors mentioned above has not stopped the demand. If the shoe manufacturers and retailers and tanners, acting in consort, had not been wise enough to show disfavor at the idea of using very light, delicate shades of colors, there is absolutely no telling what price top grades of kid might have reached at the present mo-

ment. It seems the demand throughout the world is for the better grades of kid, and the quantities of these better grades is reduced, of course, in relation to the delicacy of the shade manufactured. We can see absolutely nothing but a continually increasing demand for glazed kid in the colors mentioned above, and undoubtedly for the next spring season, provided that there is plenty of raw material in the country, all good shades, including the light, delicate shades, will be selling as strongly as ever before.

"With the prospect ahead of us in the very near future of the continental markets opening up in their demand for American leather, we can see nothing but a further strengthening of the market and a shortage of supply. If you will consider that after March 15th we will be running practically on hand-to-mouth basis, awaiting steamship arrivals of new raw material, you will probably agree with us when we claim that we will not be able to get up to our full capacity basis of about 1400 dozen kid a day until early in 1920. We are not making as much kid to-day, in all, as we used to export daily before the war, and if the demand from foreign countries will come up as large and strong as it appears imminent at the present time,



The situation aptly pictured by the Boot and Shoe Recorder

and if the demand for kid leathers in this country continues to centre itself on the better half of the line, we do not believe that anyone can predict at what prices glazed kid, in black, white or colors, will be selling eight or nine months from now."

## Production 40 Per Cent. of 1916

Considering the future possibilities of the kidskin situation, tanners are reluctant and, perhaps rightly so, to express any definite opinion, and it can be readily understood that any forecast will be subject to change as new conditions arise. Mr. S. Agoos, of the Standard Kid Manufacturing Company, tanners of

black and colored kid and patent kid, Boston, Mass., states that any discussion on the subject may be preceded by outlining several facts, upon which there can be little, if any, disagreement. (1) That there has been imported into the United States during the



Women's oxford, circular vamp with plain toe and Louis heel—Ames, Holden, McCready

past six months, fewer goatskins than probably were imported in a like period in the past fifteen years, due to the embargo placed by the government in June, 1918. (2) That the supply of raw goatskins on hand at the time the embargo was placed was certainly no greater than we had for the past three years. (3) That the production of glazed kid to-day averages not over 60 per cent. of the normal production and probably not over 40 per cent. of the production of 1916. (4) That the present combined supply of finished glazed leather and raw skins in this country is less than we have had for the past three years.

Continuing, Mr. Agoos says: "Within a few weeks after the Armistice was declared and the restrictions regarding importations were practically taken off, many tanners felt that there was little chance of prices receding and began to buy in the markets that were available, that is, China, India, and South America. The result is that, since the Armistice, prices have advanced in China and India from 10 to 15 per cent. above the maximum prices and in South America, over 25 per cent. above the maximum prices. The reason for the greater advance in price on the South Americans is because those skins could arrive in this country sooner than skins from India and the Orient.

"As far as skins in transit are concerned there probably will not be any available supplies in quantities arriving in tanneries of the United States before the first of April. This is evidenced by the fact that spot skins and even skins which have already been forwarded, can be sold to-day from 5 to 10 per cent. above the prices prevailing at primary markets. Under these conditions it seems evident that the present supply of raw skins and finished leather in this country is totally inadequate to meet even a far less than normal demand.

"Furthermore, it seems evident that prices cannot go down until a surplus is created and no surplus is possible until the new skins which have been purchased, will have arrived and converted into finished leather. It takes fully three months to get raw skins from India and China into this country, and

about two months to finish them, and as there were only a very few skins which were shipped prior to the middle of January, it is evident it will not be until the middle of June before there will be any quantity of leather on the market. Also, it will take fully two months of practically no business to create any signs of a surplus. It seems to us, however, that no surplus can exist even then unless the exportation of our finished leather is barred to Europe.

"Personally, I am of the opinion that this embargo will not continue much over the middle of the year. If it should continue, there is no question in our mind that the prices will have to recede after the summer, but in view of the fact that probably 75 per cent. of the world's normal consumption of glazed kid is manufactured in this country, and in view of the extreme difficulty in shipping abroad during the past few years, it is evident that the world is in very much need of American glazed kid and will be very anxious to buy it just as soon as the financial situation abroad becomes more settled.

"To summarize, therefore, I believe there is no



One of the newest designs in women's high-grade shoes for Fall and Winter 1919-1920. Made in all popular colors, by Getty and Scott, Ltd.

chance of any reduction in the price on glazed kid until the first of July at the earliest, and if, before that time, embargos by Europe are lifted, prices must undoubtedly advance even more than they have in the past two months because of the acute shortage of the finished product. After July 1st, we believe that prices will be no higher even should the free ex-



### *A Good Buckle Season is Predicted*

**A**CCORDING to exclusive shops in the styles centres, we are on the edge of an era of a good business in buckles. These range in price from \$2.50 to as high as \$60 a pair, and come in cut steel, rhinestones and gold beaded effects. Shortly after the signing of the armistice, one manager states, their demand began for buckles to ornament fancy evening and dress shoes. Price appears to be no object. A silver cloth slipper was shown with a rhinestone buckle at \$22; black satin pumps with buckles of rhinestone, silver and sometimes brass. A pair of bronze kid pumps, ornamented with a bronze beaded buckle, sold at \$40, the shoes costing \$12.50. A pair of gray suede slippers were decorated with a pair of buckles of cut steel beads. A black patent leather pump was decorated in Colonial effect with a brass buckle, and another with silver, and so on. It would appear that the return to ornamentation in dress, so evident just now, should have considerable benefit to shoe retailers.

portation of the finished product be possible because of the supplies which will then be available. On the other hand there is a possibility that prices will gradually tend to go lower after that time should restrictions on the finished product continue abroad. This, however, in my opinion, is not likely, and I see no prospect of any considerable reduction in prices for the next six months. To make any prediction beyond that, would be only the wildest of guesses."

#### **Montreal Man is More Optimistic**

While acknowledging that the kidskin situation is very uncertain, the manager of one of the large Quebec firms anticipates a reduction in price somewhere about July, although prices might take a further rise during the next couple of months. His view of the situation is that owing to the strike in South America, large quantities of skins are accumulating at the ports. The chances are that the industrial trouble there will be settled shortly, which means that the skins will then be sent to the States and Canada. They will then be tanned and put on the market about the period when the usual midsummer dullness sets in, with the result that, with little demand and a good quantity of leather available, prices will go down. India, too, he says, will be sending a considerable number of skins, accentuating the downward tendency. The buying for overseas may, to a certain extent, offset the factors referred to, but it must not be overlooked that European tanneries will soon be getting into shape and manufacturing at least a part of their own requirements. Concluding, this leather man, said he was quite aware that others predicted a steady market for a much longer period, but he thought all indications pointed to lower prices this summer.

#### **Sole Leather**

Coming now to a consideration of the sole leather market we find the consensus of opinion to be that a firm market with present, or higher, prices maintained during the whole year 1919, will prevail. We have been in close touch with the leading sole leather tanners of Canada during the past few days and print

herewith several viewpoints which will be of value to the retailer in arriving at his own conclusions. Mr. W. J. Heaven, manager of the Anglo-Canadian Leather Company, has gone into the matter very completely in a statement just received. This is as follows:

"The cost of the stocks of leather and hides now held by the Canadian tanners are higher than at any previous time. There are three main factors entering into the cost of leather, namely, hides, tanning materials, and labor. A fourth, which might also be included, is overhead. With reference to hides, Canadian tanners have been obliged to depend upon Canadian hides for the past year because it has been impossible to import foreign hides owing to shipping restrictions and the United States government regulations prohibiting the exportation from that country of any hides produced or imported into that country. The demand for the Canadian hides available during 1918 was keen enough to create competition among the buyers, who, in order to obtain the only hides available, had to pay a premium even on the maximum price as fixed in the United States. These are the hides now in tan, purchased on this high level.

"With regard to labor, we all know that it is common or so has seen tanning materials on a higher level than ever before, and in all probability the high level is here to stay for some time at least. Extracts are commanding prices to-day three and four times as high as before the war, and there is not much relief in prospect for lower prices.

"With regard to labor, we all know that it is commanding a higher scale of wages and is demanding greater privileges and shorter hours. It is one thing to raise wages when labor is scarce, but it is altogether another problem to reduce wages even should labor be more plentiful. Our opinion is, therefore, that the labor cost of production is likely to continue high for the above reasons.

"The other item mentioned, referring to overhead, has also been a serious matter with the tanners, who, owing to the first three conditions, have been compelled to curtail their output and every manufacturer knows that a plant running at fifty, forty or thirty

per cent. capacity produces necessarily higher cost goods than a plant running full. Until, therefore, the tanners are in a position to run full this is an added cost in production that has to be taken into account.

"Looking further afield we find that stocks of hides and leather in Canada and the United States are not large. Great Britain and other European countries are some of them starving for want of hides and leath-



Mr. W. J. Heaven, of the Anglo-Canadian Leather Co., recently elected Chairman, Tanners' Section, Board of Trade, and whose review of the sole leather situation is particularly informative.

er, and their buyers are already invading these markets and purchasing blocks of leather, thereby reducing the present available stocks.

"Further we find that the stocks of boots and shoes in the hands of the wholesale and retail trade are not large, but have been reduced, and will have to be replenished at no far distant date.

"Reports of leather will probably be much more pronounced with more shipping space available. Already ocean rates have dropped considerably, and with the increased shipping space which is going to be available the chances are that instead of cargoes looking for bottoms we may soon see shipowners bidding for cargoes.

"Another phase of the situation appears to us to be the fact that money is plentiful in Canada, and that there will be shortly returning to Canada three or four hundred thousand men and many women and children, all of whom will need one or two or three pairs of boots in the near future. This would seem to create a demand in Canada for boots and shoes, and leather with which to make them. We think that the retailers should not lose sight of this prospective demand, but should anticipate this, and at once place his orders with the jobber or manufacturer so that the jobber may in turn place his orders with the manufacturer, and the manufacturer may have a chance to turn out the shoes that will be required before they are actually needed. There is too much disposition at the present time for hanging off and delaying purchasing, anticipating lower prices. If the trade does not order their normal requirements when the manufacturers' and jobbers representatives call upon them then the manufacturer is not going to be able to produce the goods required to meet the

demand. He cannot make up on one month what ordinarily requires four or five months.

"Finally we reason that the cost of leather and shoes and any other manufactured article depends to a large extent upon the wages that have to be paid to produce these articles or to produce the raw materials entering into the manufacture of these articles, and so long as wages remain on a high level the manufacturer must get a proportionate price for his output. Wages are governed, to a large extent, by the cost of living, and the cost of living is governed largely by the cost of foodstuffs. With wheat and all grain stuffs selling at the present high level the cost of all foods must remain high, and the wage earner must receive sufficient wages to pay this cost and the manufacturer must receive sufficient for his goods to pay the wages. There is no doubt that sooner or later there will be some drop from the present scale of high prices all along the line, but we think that this process will be gradual and will be later rather than sooner. Another condition has just come to our notice which is of interest, namely the Boot & Shoe Workers' Union intend to ask for an increase in wages on the 1st of May, and any increase which they may receive will not tend to cheapen the cost of manufacture."

#### Market is Stronger Than Realized

The high cost of labor, tanning materials and the effect of food prices on all commodities is again emphasized by Mr. L. J. Breithaupt, of the Breithaupt Leather Company, Kitchener, who says that although conditions may seem at times somewhat uncertain, very considerable business is being done right along and, in fact, the undertone of the market is much stronger than is generally supposed. Continuing, Mr.



Women's circular vamp oxford, Spanish heel, spray tip.—Ames, Holden, McCready

Breithaupt explains that dry hides remain as high as ever in South America, and are now, even at the exorbitant prices demanded, practically unobtainable, owing to the continuation of the great strike in Buenos Ayres and other parts of South America. This has practically "tied" up very many vessels and has demoralized trade greatly, with as yet no relief in sight. Any hides that may be bought in Canada or the United States at reduced prices are of the present poor season's take off and are of the long-haired, thin-shouldered and grubby variety, which knowing buyers, of both hides and leather, avoid.

The cost of labor and tanning materials remain

as high as ever with some advances in the latter. The general advance in freight rates affects all tanners, and the cost of their product, very considerably.

On the other hand, Canada is prosperous and, with a high price for wheat fixed by the Government, and prices of farm products throughout remaining comparatively high, the farmers of Canada, who are probably the largest class of buyers, can readily pay proportionate prices for their requirements.

While export of sole leather to Great Britain is



A patent leather Oxford with 1 1/2 inch wood heel—  
Getty and Scott, Ltd.

somewhat delayed, other European countries, such as Greece and the Balkan States, are ready to buy large quantities of sole and other leathers for their large and abnormal requirements. Many shoes are now being made in Canada for export to France and Belgium, which will also be a factor in the demand for leather.

We understand that the buyer for the British Government, who has recently visited Canada, has bought large quantities of various lines of upper leather for early shipment, which means that sole leather will soon be required in connection with these purchases. Stocks are well in hand, and any brisk buying movement might cause some advances.

While prices of sole leather will likely recede later, we believe, for the reasons stated, that values of desirable lines will remain strong for the greater part of 1919; time only will decide.

#### About the Future

A very informative circular letter, under this heading, has been sent out to the trade by Beardmore and Company, sole leather manufacturers, Toronto. It is pointed out that there is little possibility of lower prices in either upper leather or sole leather, owing to the large demand that will come from European countries and that a freer movement of trade would result when manufacturers, wholesalers and retailers come to a thorough realization of conditions in the raw material market. This letter follows:

"All over the country business men naturally are discussing the future. Opinions widely differ; some authorities assert that the signing of peace will bring cheaper prices on commodities, while, on the other hand, some of the trade hold that the countries badly in need of supplies may be unable to buy them for some time, due to the demand there will be from Europe for necessary supplies of foodstuffs, clothing,

leather, shoes, etc., and that this active demand from Europe, also that for hides, skins and tanning materials, will strengthen prices here on leather, as well as on raw materials.

"We are now getting orders and many inquiries from all over allied Europe for leather. These inquiries cover practically all kinds of leather, especially sole and upper leathers. In addition, Canada has recently allotted to three of the allied countries in Europe, namely, Serbia, Roumania and Greece, loans of twenty-five million dollars each and already an inquiry has come to the Canadian tanners for a large quantity of upper and sole leather to be supplied to one of these countries and applied against this credit. In addition the British leather buyer has been in Canada during the past week and has placed very large business for upper leather, which, in many cases, will keep the upper leather tanners busy for, at least, five or six months.

"As regards the sole leather market particularly, practically all the Canadian tanners to-day have their tanneries full of the very highest-priced and finest-grade packer hides, which means that these hides in leather—which will be coming out for the next five or six months—will be used in place of large quantities of dry hide sole leather usually sold at lower



Cocoa calf—popular Fall model for street wear.  
1 1/2 inch heel, 9 inch top—Shown by Getty &  
Scott, Ltd.

prices, and many shoe manufacturers will be obliged to figure their sole leather costs at much higher figures than they have in the past. This condition will apply just as long as this leather is being produced.

"In the meantime, it is practically impossible to obtain cordova dry hides at a price which will allow the leather to be tanned and sold at any lower price than

the leather made from these same packer hides, as the best dry hides in South America are quoted at the highest point reached in the history of the trade, largely due to the competition for these hides from European buyers. Naturally, we feel that any good grades of medium-priced sole leather, that can be

it was only natural that the domestic production of hides and skins was the largest in our history. The entire take-off for the year is estimated at approximately twenty-four million pieces. The strong demand, however, during the last year for hides and skins to be worked into leather for army and navy shoes and equipment made an over supply of raw materials impossible. That in short, was the situation at the beginning of last November when the armistice was signed. As to the future it is safe to predict that the production of better quality hides and skins for 1919 will be smaller than that of last year. There is also, little hope of obtaining better quality of raw material from European countries. The herds there are, in general, depleted and there is no surplus of raw material. It is true that South and Central American hides were in fairly good supply all during last year but much of this raw stock has been going to Spain, Italy, France, and England, who were willing to pay higher prices for it than those of the Price Fixing Committee, and thus when the maximum prices were removed hides and skins in the United States at once advanced to adjust themselves to prices on the world market. At the present time limited ocean tonnage from South America makes it still more difficult to obtain hides and skins from there. Besides this, many of the European countries have increased their tanning capacities and South American raw stock is held at competitive prices. Investigation shows that no other



"Aurora," new Polor Kloth Pump. A striking pattern in white fabric pump. Turn sole Louis XV. heel, 1 3/8 inches. One of the popular In-Stock lines made by Hazen B. Goodrich & Co., of Haverhill, Mass., U.S.A.

bought to-day, would be a good purchase, as this leather will be unobtainable here within a few weeks.

"As far as upper leather is concerned, we can only point out the fact that that the large export demand will be more than sufficient to absorb any surplus of leather produced in this market. On the other hand, some lines of upper leather, particularly calfskins, are higher to-day than ever, and with any sort of a demand at all from the Canadian Trade, there is very little possibility of lower prices.

"You must also take into account that there is very little chance of a lower manufacturing cost on leather and shoes and, in many cases, indications point to higher wages being paid workmen. Taking everything into consideration, we cannot see where leather can be produced and sold to-day at less money than during the past season—in fact, everything points to it being absolutely necessary to get more money for both leather and shoes."

**Market Steady and No Gambling**

The Pfister and Vogel Leather Company, of Milwaukee, are tanners of high grade leathers for shoe uppers and soles, harness and gloves. In a letter to Footwear in Canada, dated March 7th, they say:

Three separate factors have to be considered in analyzing the present high prices of leather. These are the supply and demand of raw materials, the supply and demand of the finished product, and the high cost of production. Or, to put it differently, the shortage of hides and skins, the increased demand for all leather especially in the better grades, and the high cost of labor.

During 1918 when we had an army of three million men to feed, and great quantities of beef were needed

part of the world has a more than normal supply of better quality hides on hand.

With a world shortage of hides and skins it would of course, be quite impossible to have an oversupply of finished leather. European countries in particular have experienced a great shortage of leather during the last two years. The development of the wooden-shoe industry will certainly bear out this fact. We ourselves, also have no surplus of high quality sole



Women's 9 in. bal, military heel, imitation wing tip, spray toe.—Ames, Holden McCready

leather, and stocks of upper leather are limited, with a continued good demand for all calf and side leathers in the better grades. It is certainly very difficult to see how good leather and footwear can be cheaper in the near future. With the opening of export business it may be possible that some leather may be worth even more.

Then there is the cost of production which is on a very high plane at the present time. We cannot expect cheaper labor until the high cost of living itself is decreased. Certain materials used in the manufacture of leather will cost more rather than less. All this tends to increase the price of leather and shoes.

In general, however, the trade is to be considered in a healthy state. Manufacturers are experiencing a good run on all lines of women's shoes and also on the better grades of men's shoes. The public is buying for immediate requirements only, shoe manufacturers are advising their customers to do likewise and there is no gambling on the market.

**Prices Will be Maintained**

Duclos & Payan, manufacturers of side leathers, St. Hyacinthe and Montreal, state that the outlook is all in favor of the maintenance of prices. Light hides are dearer in consequence of a strong demand and the prices of tanning materials are still high. Inquiries from European countries are coming very freely, and when the embargoes are lifted there will undoubtedly be a large increase in orders. The British Government (through Sir Percy Daniels, who has been visiting Toronto, Montreal and Quebec) is in the market for very large quantities of leather, provided it is finished for the Old Country market. Inquiries too are out for Rumania. Canadian shoe manufacturers are buying from hand to mouth, but it is probable that their requirements will increase. The European de-



Men's mahogany calf, whole foxed bal., single sole, shown by the Slater Shoe Co.

mand is likely to be the great factor in determining values, as good prices will be obtained from overseas for our productions, and in view of this and the heavy demand the quotations for leather for home consumption are not likely to come down.

**The Law of Supply and Demand**

P. B. Wallace & Son, dealers in leather and shoe supplies, see no indication of a drop in prices for some time. In a statement to Footwear in Canada. Mr. A.

E. Wallace said: "Europe is about barefooted and they have to have leather. Canada, being one of the large producing countries, they naturally turn their eyes this way. European buyers are here now and large lots of leather—especially sole leather—will find its way into Europe in the next few months. There is a great scarcity of sole leather, especially in the heavier weights. One large tanner will have no tannage to offer before some time in May or June. What we make



Women's circular vamp Oxford, imitation wing tip, military heel.—Ames, Holden, McCready

out of this is the old question of "supply and demand" as to prices. Certainly prices won't come down while the demand is good and the leather scarce."

**Sheepskin Higher**

Winslow Bros. and Smith Company, manufacturers of sheep, calf and kid leather, Norwood, Mass., advise that raw sheep skins are higher today than when the armistice was signed and that finished leather is bound to respond. They also state that it is pretty safe to product an advance in the price of shoes before lower prices prevail.

**The Shoe Fabric Situation**

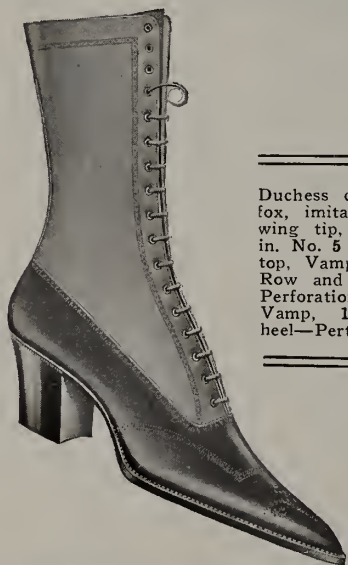
Owing to the regulations set forth by the United States government in the summer of last year, limiting the colors of fabrics to black, white and one shade of brown, the use of fabrics in colors for shoe topping was practically eliminated. At the same time the prospects of obtaining worsteds for future delivery were so slight that the shoe manufacturers throughout the United States withdrew all samples of worsted fabrics from their lines. The result was to practically destroy all demand for cloth for shoe toppings in the styles centres. We are advised by one of the large shoe fabric manufacturers that since the close of the war and the availability of further supplies of worsteds, the manufacturers are gradually putting new worsted samples in their lines of shoes. They cannot tell, at the present time, just how much a demand will follow the return of the samples, but the general impression seems to be that the cloth tops in colors will return to their normal volume during the coming fall season. The shades are practically the same as those used last summer, such as Havana brown, burgundy, grey, field mouse and castor. These shades will be used in various combinations, but light shades such as pearl grey and ivory are not in demand.

The prices at which worsted corkscrew cloth can

be obtained for next fall delivery cannot be stated. At present, the price in effect last November remains the selling price as the goods now being sold in small quantities were manufactured during the war. The wool released by the Government auctions has brought prices which indicate no substantial reduction in prices during the coming season. It is possible, however, that conditions during the summer may result in a slightly lower quotation on worsted corkscrew cloth. By that time there also will be a reasonable supply of this material for whatever demand may develop for next fall's business.

### Manufacturers' Supplies

Mr. H. J. Kenworthy, of Kenworthy Bros. Company manufacturers of specialties for shoe manufacturers, including heel pads, felt for box toes, cushion insoles, imitation leather and felt, and insole stock, has just completed a trip through Canada and the middle Western States and advises that he found most manufacturers buying very conservatively—many of them in the expectation of a considerable reduction in price.



Duchess calf bal,  $\frac{3}{4}$  fox, imitation square wing tip, spray,  $8\frac{1}{2}$  in. No. 5 Khaki buck top. Vamp Eyelet Row and top No. 0 Perforations,  $\frac{1}{4}$  inch Vamp,  $13\frac{3}{8}$  Cuban heel—Perth Shoe Co.

es. "Our line," said Mr. Kenworthy, "is no doubt a little different than the average shoe line or manufacturers' supplies, as we are at the mercy of the wool and cotton market, more especially wool, our line being entirely felt. We cannot see any substantial decrease in prices on manufactured woolen goods for the next six months. There may be a very a slight decline in raw stocks, but hardly enough to make a change in our present-day manufactured prices and we are naturally talking to our customers along these lines. One thing beneficial, however, is that raw stocks are becoming a little more plentiful and we are obtaining, naturally, a better selection than during the war. Therefore, the trade is receiving the benefit of a more uniform manufactured article under present-day conditions. We firmly believe, however, that in the coming season for shoes the market will strengthen in all lines."

### Selling for Immediate Needs

The Narrow Fabric Company, of Reading, Pa., manufacturers of "Nufashond" shoe laces and braided

and woven fabrics, state that, while conditions are rather unsettled, they are doing a nice volume of business of that kind that requires immediate attention—ie. goods ordered for immediate needs. No one seems to be stocking up unnecessarily but as there is no surplus merchandise on the market they are quite optimistic as to the outlook for fall, by which time it is believed buyers will have regained confidence and will be ordering with greater assurance.

### Paris Fashions

It is felt by many that the length of women's skirts will have much to do with style, and, in this connection, there has been a decided tendency toward longer skirts. In Paris, however, while there is much talk of the longer skirt, short styles are just as popular as ever. The trend in Paris footwear is given in a recent letter to the Boot and Shoe Recorder. Colonial ties are very popular and show a very high tongue of more or less intricate cut. They are particularly well liked when made in tete de negre suede in which case they are invariably ornamented with a large buckle in round, square or oval form in nickel, cut steel or jet.

Two leathers and two leather combinations are prominent, such as suede and patent leather, or glace kid and patent leather. Suede or buckskin in tete de negre are also extensively employed, but alone not in combination with other leathers or with other leathers or with other colors. Combinations of black and white are still very strong. Perforations in elaborate, intricate patterns are a marked feature in shoe trimmings. They are ordinarily underlaid with white. In general, styles show short vamps, high heels and tip effects.

In high shoes the cloth top in gaiter style is the favorite. For evening the strapped slipper in black satin is prominent, embroidered in metal threads or in jet steel beads. When embroidered in metal the heels are generally covered with a metal cloth to match the embroidery.

Steel beadings are also used on slippers for street wear as well as for the house. One of the latest novelties in this line shows a patent leather flap tongue tie with the monogram of the wearer embroidered in steel beads in an oval medallion at the centre of the tongue.

### Stockdale to Lecture in Montreal

THE Montreal Publicity Association has arranged for Mr. Frank Stockdale to give a course of five lectures on modern merchandising methods on March 24-28 in the Sulpician Library Hall, 340 St. Denis street. Mr. Stockdale is famous throughout the Continent as an authority on retail subjects, and every shoe retailer in the district of Montreal should attend this course. "Every lecture," said one Montreal retailer who heard Mr. Stockdale last October, "is worth five dollars." The lectures, in their order, are to be on "Some After-War Retail Problems." "Figuring Retail Profits." "Opportunities in Retail Advertising." "How Turnover Affects Net Profits" and "Retail Salesmanship Sizing up the Customer." The tickets, \$3 for the course, can be obtained from Mr. H. Viau, treasurer of the Association, Shaughnessy Building, Montreal, or from Mr. L. Adelstein, secretary of the shoe section of the Montreal branch of the Retail Merchants' Association.



# Fashion Shoes for Fall Show Judicious Design

Return to Style with Lifting of Restrictions as to Materials, Colors and Variety—  
Sensible, Serviceable Models Predominate, and No Tendency  
Toward Freak Lasts and Patterns

From Our Boston Office

**M**UCH to the relief of the fashionable world the closed season is off on style and readjustment in this respect to a pre-war basis will be effected without fuss and handicap for the opportunity only was wanting.

In both women's and men's samples for Fall which we have seen, sensible features predominate, and freakish lasts and patterns are not figuring. The nearest approach to the latter tendency is the narrower toe in men's. Manufacturers are not featuring the extreme narrow toe, however, but are merely carrying it—some of them—in their line.

## Long Vamps and More Vim

Footwear is showing, on the whole, more ball and toe room with long vamps and square throat effects, an extra amount of perforation, wing tips and straight foxings. With largely increased expense of production and all materials costing so much more, a greater degree of caution is evident and few styles are noted which are merely made up for novelty's sake without a view to being practical. It is not profitable for the maker to get out freak shoes which can have but a limited sale, nor is the dealer doing himself a good turn in seeking out such designs.

## Suggestions of Style Conference Followed

It is well known that attractiveness in style usually sells more shoes and when the common sense element accompanies it the dealer is taking less risk. The producer, while having ample latitude, by reason of lifted restrictions, has used it judiciously and conformed in a reasonable measure to the suggestions made at the style conference. Some of the tops on women's boots are surely the full height, but while dresses continue to be made very short, as many of them will be next fall and winter, boots to conform will be in demand.

The colonials, pumps, and slippers, are especially pleasing and a great variety of buckles, newly designed, are obtainable. Some of the buckles seen were very expensive. There is little new in the way of heels and the heights, as usual, vary from flat and low to the extreme heights, according to the kind of footwear. Some samples are seen and manufacturers are planning to cover Louis heels with cloth covering to match the color and weave effects of dress fabrics.

## Heavy Oxfords and Woolen Hosiery

A noticeable feature is the tendency toward heavier oxfords for late fall and even winter wear, with woolen hosiery. While this custom began with the lovers of out-of-door sports, it is likely to extend like many fashions, to a much more common custom, particularly in northern climates.

The reason for this is again the practical consideration. The light, turn pump and silk hose have been worn in slushy, snowy weather, and on damp city streets in winter, but this was a fad which, for the good of humanity, it is hoped has passed. Woolen

stockings and oxfords certainly are more comfortable in winter, if the feet are properly taken care of, and are surely more sensible in a cold climate when the high top boot is not worn. Top boots, on the other hand, will be as widely featured and sold as ever, but there will be more people who will possess both.

In view of the higher cost of materials and necessarily as high, if not higher, priced footwear, a better shoe and better workmanship will be assured. While there has been a determined effort to push button shoes it is not expected that they will outnumber, if equal the amount of lace. There are so many combinations of the lace effects, in straight lace, blucher designs, blind or exposed eyelets and either numerous or spaced eyelets, that women demand the laced boot in some form.

## Style Features in Women's Shoes

The more extensive use of color, both in leather and fabrics, will offer a wider range to select from, and patent leather will be used, though possibly not extensively, owing to the difficulty of getting enough of the highest grade colt skin. Most of the boots have full Louis heels and, while many fancy suedes are seen, kid will be the most noticeable leather. A woman's sport shoe with waterproof white sole, next to the welt, made of cordovan and all leather heel was noticeable. Among the most attractive boots there are black kid with mat top, a dark brown kid, 9-inch high foxed, lace; a light gray kid, whole quarter boot, with fancy top; a full patent vamp, with light gray top and double stitching up the lace stay. There is a return to fancy tips, principally imitation tips varying from little to much perforation. Wing tips and full wing tips, both imitation and otherwise, are seen on boots, pumps and colonials, excepting for dress wear. The suede and gray kid boot, lace, with high tops and full Louis heels will be principally shown for street wear.

Innovations in low shoes include the blucher effect in colonials, square throats and plain, long vamps. Some of the tips are plain and some imitation with small perforation. Turns are being featured more with black and cut steel beaded ornaments. Brown calf and kid oxfords are shown, some with six eyelets.

Extension of sports is accompanied by a display of heavier oxfords with brogue effects—wing tips and stays, wide sole welts and extensive perforation, many of them blucher cut.

## Men's Models for Fall

Due possibly to the military discipline which has prevailed, style in men's footwear runs to the more solid and sensible appearing shoe with a medium round, or coin and half coin toe. The return of soldiers from abroad, however, and the discarding of the army shoe, has another side which is bringing a

## *Return to Style Sanity in Patterns*



Women's Button Boot, Patent Vamp. Plain Toe. Louis Heel. Colored Kid Top. Made by George E. Keith Co., Brockton, Mass.



Nine inch Brown Seamless Calf Women's Welt Boot. Simulated Stitching. Scalloped Vamp. Standard Kid, Field Mouse Grey, Topping. 16/8 Louis Heel. Made by Hiliard & Tabor, Haverhill, Mass.



Women's Black Kid Boot, 8½ in. Imitation Tip. Perforated Vamp. 16/8 Louis Heel. Made by Rickard Shoe Co., Haverhill.

demand from the army youth for something more dressy, a buck top and narrow toe. It was before his day, or soon after, that the toothpick and razor toes caused so much havoc with feet and loss to manufacturer and dealer.

There is a demand among the younger set for a very narrow toe shoe and this is being carried by many manufacturers. But it is only one of the line; it is not being pushed. Moreover, in the narrow toes shown the vamp is long and there is plenty of ball room, with the toe high enough, and sufficient wall to avoid crowding the toes. The old, narrow or razor toe was flat and extremely peaked. We do not look for a craze in this direction further than it has gone and the manufacturer is certainly not seeking it.

The shoes for fall carry low heels with rather close edges, mostly blind styles, despite their inconvenience, and roomy lasts. Combination and English lasts are most prominent. The long vamp and forepart are the feature and not many plain toes are noticed, although some are seen in the plugged throat oxfords for dress wear, especially where there is a one-piece vamp.

Buck and fawn tops with Russia and and cocoa colored vamps are among the popular styles and for walking shoes heavy Scotch grain and cordovan.

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## Fashion Footwear Will Continue to Progress, But Unnecessary Styles Not Wanted

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From our Boston Office

**C**URTAINMENT of the number of styles has long been discussed as a measure of economy and the topic is brought up now by several prominent retailers and manufacturers as being more pertinent than ever by reason of shortage of high grade leather stocks and other circumstances which have focussed attention on saving. It is doubtless true that producers are likely to be more conservative in slashing up high-priced leather for impractical footwear. Necessity for economy may automatically trim down the volume of styles. The variety was larger than need be before war time restrictions, but we cannot agree that there will be any widespread co-operation in the matter of limiting fashion.

There is likely to be no such tendency in dress and there has never before been given equal attention to the footwear of the fashionable dressers that we note to-day.

So far as it effects the more staple footwear, it is reasonable to suppose that the number of styles could easily be reduced without much complaint, but that portion of the public which can afford an elaborate wardrobe, and many who cannot, will look for style and novelty in footwear to match.

The society which gathers at the great watering places of America and the fashionable element of the large cities will seek, and find without much trouble,

at the leading shops footwear to meet their taste, even though the price be higher, or much higher than formerly. They will not pay fabulous sums for gowns, head dress and other adornment, and be satisfied with other than the most attractive footwear obtainable.

Style in footwear was later in coming into its own than other features of dress and it is progressing more rapidly than ever, barring the interim caused by the war. Necessity for economy should rightly affect the useless number of designs for staple shoes, but in the avenues mentioned above it is safe to assert that each season will bring its novelties and changes which will suit the tastes of the most fastidious.

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### Little Hope at Present for Lower-Priced Footwear—U.S. Makers Advise Normal Buying

**U**NLIKE almost every other commodity leather and shoes did not drop in price at the close of the war. The conditions are vastly different, which make for a declining tendency in leather. In some articles a great amount of material which was being turned into munitions or war goods in some form could be turned over to other channels, but in the matter of leather not enough was available for military uses and civilian at the same time and the use of substitutes, so called, was constantly increasing. Had the war continued we would not only have had still higher-priced footwear, but the supply of first grade calf and kid would have been far smaller for civilian use and shoes made of side leather, cheap kid and fabrics would have been worn to a considerable extent by what are termed the classes as well as the masses.

Moreover, we may as well face the situation as it is and come to a realization of the fact that the day of cheap leather of good quality has passed for the time being and it will not return until the basic conditions for the supply of raw material have changed radically. The supply of hides and skins may not be increased at will. Cotton and wheat may be grown in larger quantities but the production of hide and skin bearing animals is a slow process and results, if at all, from the growing demand for meat and not the by-products.

The withholding of orders for shoes is likely to be scattered and not sufficient to have the effect of concerted action. Leading manufacturers are advising their customers against such a course, and the stocks of shoes in wholesalers' and retailers' hands do not warrant such action. It is an easy deduction that those who delay purchasing beyond a reasonable time will have no security for getting best grades of upper stock, and there is absolutely no indication at this writing that they would profit by lower prices.

There has been some belief that the embargoes on the other side would throw a lot of leather back on this market, but those in touch with the situation are well aware that the English Government's agent is purchasing very large quantities of leather here. It is generally conceded that the embargoes will of necessity be lifted soon for the whole of Europe will

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*The coming season will bring fashion developments, but we may look for a reduction in the variety of useless designs. Style in footwear must keep abreast of style in gowns and headgear.*

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*Summer and Fall Designs Express Beauty  
of Outline and Color—True Style in  
Every Sense of the Word*



Patent Chrome Seamless Pump, Medium  
Vamp, 10/8 Louis Heel. Made by Hervey  
E. Guptill, Haverhill, Mass.



Silver Cloth Two Eyelet Gibson Tie. White  
Silk Lace. 15/8 Louis Heel. Made by  
Hervey E. Guptill, of Haverhill, Mass.



Double Eyelet Brown Nubuck Tie. French  
Cloth Cord Bindings. 15/8 Louis Heel. Made  
by Hervey E. Guptill, Haverhill



Ooze Calf Five Eyelet Oxford—Made by  
Hervey E. Guptill, Haverhill, Mass.

need about all of the American leather and shoes that can be spared for some time to come.

Retailers will do well to buy normally and to stock such goods as are sane in style and good in quality. The consumer to-day realizes that he must

pay high prices and more than ever he is anxious about the quality. He can be told about the price and why shoes must cost as much or more, but he doesn't easily assimilate explanations about poor shoe-making and bad material.

# Indications Point to Higher Prices for Shoes

**Leading Manufacturers Hold Out No Hope for Lower Prices—One Says Buyers Who Cancelled Will Order Again at Advanced Costs**

From our Boston Office

**T**WO prominent shoe manufacturers, J. Frank McElwain of the W. H. McElwain Shoe Company, and Henry B. Endicott, of the Endicott-Johnson Company, have spoken as regards shoe prices and general conditions affecting the business. The tremendous output of the companies these gentlemen represent is too well known to call for mention here.

Mr. McElwain says that there will be no lower shoe prices. "The real danger," he says, "is higher prices, and that is contrary to what the public expects. They are getting the lowest prices possible, lower than other basic commodities. We have kept the prices as low as possible, and that is why they cannot fail as in some other lines. The conditions in our industry are not parallel. There has been no profiteering on shoes. Demand finally regulates price."

## Will Have to Buy at Advanced Cost

Mr. Endicott said: "At the time the armistice was signed retailers cancelled their orders and will now have to buy again at advanced cost. This is the situation facing them on account of their peace panic. We have more orders than we need at this moment, and it is simply a question of delivery for next summer and fall."

The price question is one of most absorbing interest here at present. It is true now, as it has been on previous occasions of some uncertainty, that there is a difference of opinion among the leaders appears to be that where quality is maintained as high or higher prices will prevail for fall footwear.

The manufacturers quoted above have organizations well equipped to name as low prices as possible and neither of them would care to speak publicly so positively without careful study of the situation and without knowing what to expect in the way of leather values and producing costs.

At the time of the armistice there was a more stable basis of hide and skin values because of Government fixing of prices, but since the restrictions were lifted there has been nothing to prevent an advance. Calfskins which were fixed at 40 cents a pound, advanced to from 45 to 60 cents. For city calfskins the asking price was 60 cents and they are now offered at 50 cents. One of the leading hide and skin dealers told the writer the market is now fluttering round 50 cents, but even this is a very sharp advance

and the outlook is decidedly for higher price calf leather for fall shoes.

The situation is comparatively similar in choice kid skins. Tanners of kid are handicapped by a shortage of raw stock. There is a brisk demand with little available. One of the largest producers of glazed kid says that shoes of equal quality will cost more and even then there will be far less shoes on the market this fall made out of as good stock as appeared last season.

## A Depleted Raw Stock Market

Many more reasons, particularly productive expense, warrant the belief that cancelling of orders and holding aloof from the market will not work to the advantage of shoe buyers. The world's war has had the effect of greatly depleting the raw stock market. Foreign buyers have taken up hides and skins at prices that our tanners were unwilling to pay, or could not because of restrictions.

Despite the declining tendency of foodstuffs and numerous commodities the conditions are different with the raw materials from which leather is made. Even though the cattle census may show more cattle in the United States than a year ago, this is not reflected in a larger hide supply. Animals are killed for meat and not for the resultant by-products. Moreover the skins from which shoe uppers, for the classes at least are made, come from other nations. It is true that we use a tremendous amount of split and side leathers for staple shoes but the markets show a shortage on all classes of raw stock.

When it comes to labor, not only is there no prospect now of a return to the pre-war basis of wages, but strikes are in progress in several centres seeking an increase with shorter hours, nor is there any important item of expense entering into the shoe which shows a decline.

There are buyers of shoes and manufacturers who still look for a break in the market, but on what they base their hopes is not evident. Shoes indeed are retailing at a high figure, but that does not alter the conditions now confronting the manufacturer, and the problem is most likely to be in the ability to furnish enough shoes of former quality rather than one of price before the end of the season. The situation we face to-day is one toward which we tended before the war and which was hastened and intensified by reason of the war.

*Our advice to every retailer is to buy normally for fall requirements. A careful study of market conditions, as outlined in the various articles in this issue, leaves no hope for lower prices in the immediate future.*

*More Style for Men Means More Pairs Sold—Progressive Trend is Shown in Many Lines for Fall*



Men's Tan Bal. Made by George E. Keith Co., Brockton, Mass.



Men's Tan Bal. Popular Seller, Wide Tread, Waterproof Sole. Made by Churchill-Alden Co., Brockton, Mass.



Men's Tan Bal., Semi-English Model, Invisible Eyelets. Double Sole. White Stitched Welt, Narrow Toe. Made by Churchill & Alden Co., Brockton.

# Improvement in Methods of Merchandising

Business Ideals are Higher Than Those of Thirty Years Ago—Importance of Closer Attention to Modern Accounting Systems—Manufacturers Should Use More Care in Granting Credit

**M**ETHODS of doing business today are quite changed from those of twenty-five or thirty years ago. This was brought out in a very instructive address by Mr. F. W. Stewart, managing director of the Cluett, Peabody Company, before a recent gathering of Toronto merchants. Mr. Stewart's address is authoritative; he speaks with the assurance of long experience and careful study of trade conditions. We believe his advice, if followed, will be of great value to merchants in all lines of business.

A short time ago a friend put the question to me, "Are business ideals on a higher plane than they were ten years ago?" I had no hesitation in answering, "Absolutely yes." Looking back over a term of twenty-five or thirty years, I can clearly see a decided advancement of business methods to higher levels.

Recalling to my mind my early days in commercial life, I found that a fair percentage of business men were not above carrying on small underhand deceptive methods to get the better of the other man—the man he was selling to or the man he was buying from. In many instances, it was a case of how high a price can I obtain for my goods from each individual I am selling to, or how much closer can I buy from the manufacturer or wholesaler than my competitor.

That may still be felt by some merchants to be the keenest and best basis upon which to conduct a business, but I believe that today, the majority of successful concerns give the best value they can for the price asked, and on the other hand, all the buyers expect is 100 cents worth of merchandise for a dollar, and the knowledge that the value they are receiving is the best which can be had from that manufacturer or wholesaler, for the price paid.

In my early days it was customary for some wholesale concerns to have two and three prices on their merchandise. The price quoted was according to the merchant doing the purchasing. Of course, the goods were marked with a private mark. Samples were marked in the same way. This system is not yet entirely done away with.

Some manufacturers gave special discounts to favored customers. Three merchants in town would pay one price, and the fourth would be sold at a lower price, giving the latter the advantage of selling the

same goods at a lower price and securing the same or a better profit than the others, or selling at the same price and receiving a higher profit than his competitors; giving one merchant with that merchandise an unfair advantage over the others in that town, and from the manufacturer's point of view, in my opinion, a dishonest method of doing business, as the merchants paying the high prices were not aware of one merchant in the town buying the same goods at lower prices than they were, or they would have demanded the lower prices, and if not given to them would not have purchased the goods.

I have always been careful of the man or concern who breaks his price or intimates that he is going to do something in a special way, by making concessions in price to me. If he was doing something specially for me, he was likely doing something extra-specially for my competitor.

When a company will not break its prices, and sells on the same terms to everyone, that company is entitled to the respect of the merchants, and should give them confidence to transact business with that company, for they will be assured that they are obtaining their goods at the best price given, and that is all a buyer should expect. If prices are cut or special discounts given, the prices must be based to allow this to be done, otherwise the goods would be sold at a loss, or at the regular price, the profits were so large that the merchant who does not secure the concessions, is paying more than he should for that particular line of goods.

Modern methods mean samples and goods marked in plain figures. There should not be anything to hide between the seller and the buyer.

## Change in Methods of Selling

There has been a marked change in the method of selling goods during the past few years. Not so long ago, treating and drinking were considered two important essentials in the buying and selling of goods. One of the first essentials of a salesman today is sobriety and steadiness, and I am sure that you will agree with me that this also applies in a very large measure to the success of retail merchants. I find that the trying to take advantage of each other by the seller and buyer, has very largely disappeared. The ten-



— Boot and Shoe Recorder.

Did It Ever Happen To You?

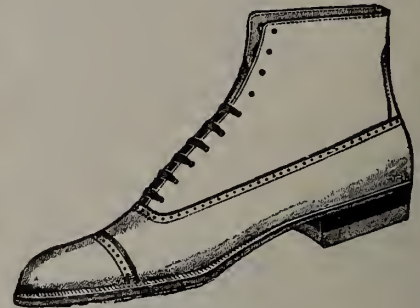
## Fall "Regals" for Men's Wear



"Crest"



"Pall Mall"



"Briton"

dency is to place confidence in and do the best they can for each other.

It was very difficult at one time for salesmen to reach certain merchants and buyers to submit their samples. Many times I have been ignored or spoken to in such a way as would break the heart of a young salesman. It was considered by some men to be good business to treat salesmen this way. It meant possibly getting him to break his prices, if he finally condescended to look at his samples.

Such methods at the present time are very rare. Business is done more on a friendly, man to man basis, and it is so much more satisfactory to all parties. This is as it should be.

It was also very common for merchants to take more discounts and time than they were entitled to when making settlements, with the idea in mind that if what was taken was not allowed, the firm would suffer through loss of business in the future.

It is exceptional for such a case to arise today, and the merchant who would undertake to do so would be ostracized by reputable concerns, which would certainly be to the detriment of the firm who undertook to use such methods of settlement. A buyer has no more right to increase the terms and discounts when remitting, than the seller has to decrease them after the order has been accepted. In either case, the change would be contrary to honorable business methods.

### Advertising Standard Raised

Advertising today is undoubtedly on a higher plane than it was years ago. While in many cases statements are exaggerated, advertisements as I find them are now very seldom untruthful. Truth in advertising is one of the strongest factors in building up a successful business.

Time spent in giving thought to the matter for your advertisements and for their set up, is time well spent. The more pulling power they have and the more business they bring you, the less your advertising costs you.

Do not buy space and put any old matter into it, just because you have contracted for it and have to use it. Originality in phrasing and good illustrations which tell the story at a glance, are sure to produce results and make your advertising profitable.

Read your trade journals closely. They publish, continuously, articles by experts, which merchants should study as they cover the principal phases of retail merchandising, and much beneficial information can be secured from them.

There are many other phases of retail merchandising which are on a higher level than they have been in the past, but those I have mentioned will be sufficient to indicate the desirable and satisfactory advances which have been made.

I will now refer to some of the modern methods which go largely towards the making of successful retail merchandising, which will include dispensing of credit by manufacturers and wholesalers, and the necessity of a knowledge of figuring expenses and profits.

Credit is given on confidence in a man's ability to pay; in his character and integrity; in his ability to so conduct his business affairs, that the companies from whom his merchandise is procured, sees to it that his requirements are always fully supplied, and that he is granted the line of credit to which he is entitled, to permit him to conduct his affairs in a profitable and satisfactory manner. The merchant who is in a position to avail himself of the cash discounts allowed on his purchases is naturally in a much stronger position to carry on an aggressive, profitable business, than one who is not able to do so.

A merchant with a volume of sales of \$50,000 a year, will purchase \$33,333 of merchandise, presuming he is placing an advance of 50 per cent. on the average, on invoice price. Taking 3 per cent. as the average cash discount he secures on his purchases, he would save \$1,000 in discounts, and figuring that he has \$10,000 invested in his business, he receives a return of 10 per cent. on his investment. Possibly he must borrow from his bank at certain periods to permit him to take advantage of the best discounts. Presuming his borrowings would total \$15,000 during the year, at say 7 per cent., the average length of time on which he would pay interest on this amount would be about one month, which would cost him about \$90.00. So that on approximately half of his purchases he would have the benefit of the full discount allowed, and the same on the balance, less \$90.00. By giving the bank this amount and taking his discounts, he profits to the extent of \$410, which he would lose if he did not have banking facilities to obtain the loans required, and which would necessitate making settlement only on the net due date.

Every retail merchant must necessarily, in his own interest, strive to place himself in the position to take the best discounts, not only for the reason mentioned, but also for the reason that it places him in the position of being able to choose the companies from whom he wishes to make his purchases, and whose



merchandise will best assist him to build up a large and profitable business.

Therefore, the merchant who makes settlement only on a net basis, loses not only the advantage of the profits, he will secure through the saving of discounts, but he naturally will not stand as high in the credit departments of wholesalers and manufacturers especially those producing nationally advertised goods, and therefore, is frequently deprived of securing goods which would mean larger sales to him and consequently larger profits.

**Credit Has Been Loosely Given**

Before I leave the item of credits I wish to say that the dispensing or credits by manufacturers and wholesalers in Canada in the past, has been in my humble opinion on what I may term a loose and undesirable basis.

The granting of credit has been altogether to the disadvantage of the merchant with an established business. It has been too easy for men with little knowledge of merchandising, and often without capital, to start in business. Most businesses opened up under these conditions are doomed to failure, especially under extreme periods of depression, on account of having no reserves or resources to fall back upon, to carry them over the depression period.

I believe that 99 men out of every 100 who start in business for themselves, do so with a desire and a determination to succeed, but lack of experience in the proper operation of the details of their business is the cause of the downfall of a very large per cent. of retail merchants.

The great detriment to well established retail merchants in giving credit to this class of merchant, is that when the creditors must step in and force an assignment, or even if it is voluntary, the stock is thrown on the market at 35c to 50c on the dollar, which means a sale of goods purchased on this basis, which other merchants in that town have to contend, with goods for which they have paid 100 cents, and this to me is the most unfair competition which the merchant who always pays in full for his goods, has to contend with, and which in my opinion the average merchant is entitled to protection against, from the concerns from whom he purchases his merchandise.

Of course, credit departments cannot altogether eliminate losses, but I am sure the number of failures

amongst retail merchants can be reduced to a minimum, if credit managers will be more careful in the granting of credit to men who undertake to start in business for themselves. It is easy to grant credit, but it is very often difficult to collect against the amount of credit given, and to avoid this condition as much as possible, and to give the degree of protection to the established merchant to which he is entitled, a man seeking a line of credit, or even being in a position to pay cash for his first purchases, should be made to demonstrate that he has a knowledge of operating a retail business, before he is allowed to purchase goods.

He should be able to show that he has knowledge of the proper methods of figuring his expenses and his profits. These are the rocks upon which so many concerns are stranded.

He should show that he knows how to departmentalize his business, so that he will know from day to day, week to week and month to month, which departments are making and which losing money for him. If a department in which he has invested a certain percent of his capital, is not showing the proper volume of sales for the amount of stock carried; if his sales are largely made up on goods on which there is a small margin of profit; if the sales of the previous day were to a large percent on a certain article which was being sold at a loss, and if for many other reasons not necessary to mention, goods are being stocked or sold which do not show the proper returns to give the profit desired, then he should be in a position to know it.

My experience has shown me that many merchants lose sight of the fact that expenses of the business go on just the same when goods are being sold at a loss, as when at a profit. They are inclined to figure that they are getting their money back if they sell an article for \$1.00, which was invoiced to them at \$12 per dozen. They overlooked that, if it costs them 25 percent of their volume of sales to do business, that that percent must apply against the \$1.00 received, which would show a direct loss of 25 per cent on the article, as it costs 25c to sell it. That \$1.00 goes into the sales of the day and year on which the cost of doing business is based, just the same as if it had been sold at the original price, which we will assume was \$1.50. The volume of sales is reduced 50c, but the percent of the expenses must apply against the \$1.00 just the same as if the sale had been made at \$1.50.

There are many books published and courses giv-



Two fall lines shown by the Slater Shoe Company. On the left, officers' Russia calf city blucher—also made in Mahogany. On the right, gun metal whole foxed bal, dull calf top, single sole.

en which can be taken to guide retail merchants in departmentalizing their stores, and show the proper methods of figuring expenses and profits. Merchants should avail themselves of these courses of information. They cannot help but improve their merchandising methods.

### Classify Your Expenses

I would, however, strongly recommend every retail merchant to make up his daily sales by departments, and figure his expenses according to a classification similar to the following: Advertising, transportation, insurance, interest, pay roll, rent, delivery, bad debts, light and heat, depreciation, general expense, (paper, twine, cleaning, etc.)

It is of course understood that the salary or drawings of the proprietor are included in salaries item, and if he owns his own store, that he pays himself the amount of rent he would have to pay were he renting the store from another party, such rent also to be included in his total expenses.

Having departmentalized his store, kept accurate account of his expense, the merchant must now be careful to figure his profits correctly, and in doing so must be sure that he is placing sufficient advance upon his invoice price to cover expenses and leave a percent of net profits to which every merchant is entitled, and which he should have over and above his salary or drawings.

In figuring expenses and profits, they must be based on the same figures, either invoice price or sales. Profits cannot be figured on one set of figures and expenses on another.

I have found the error to be very generally made by merchants, to figure their profits on the invoice price, and their expenses on their sales. This is a fatal mistake and causes the downfall of many merchants. If the volume of sales is used upon which to

A distinctive Oxford for women, by Edwin Clapp & Son, East Weymouth, Mass.



figure both expenses and profits, it will be found the most simple method, and will solve the problems for many merchants as to the reason that they find it difficult to pay their bills when due.

It may be desirable to mention that one hundred per cent advance on invoice is equal to only 50 per cent on sales; 50 per cent advance on invoice is equal to only 33 1-3 per cent on sales; 33 per cent advance on invoice is equal to only 25 per cent. on sales; 25 per cent. advance on invoice is equal to only 20 per cent. on sales.

The modern methods of operating a retail business today embrace the keeping of proper records of purchases and sales, and expenses and profits, so that waste may be eliminated and leaks discovered and

stopped. 90 per cent. of the failures of retail merchants are due to lack of system and only 10 per cent. to lack of business. These figures are based upon an investigation of the cases of failure by a qualified authority.

In closing my few remarks to you, I would impress upon you the value of increasing your volume and holding down your expenses. Every dollar added to sales without increasing expense, means lower cost

All Champagne kid bal, 3/4 fox, plain toe, 8 1/2 in. top, 4 inch vamp, White welt, leather Louis heel enamelled to match. Perth Shoe Co.



of doing business, and consequently larger profits.

In conjunction with these features, the keeping down of the amount of stock on hand, and making more frequent stock turnover, will go far to strengthen your position financially and give better opportunities of showing satisfactory results at the end of the year.

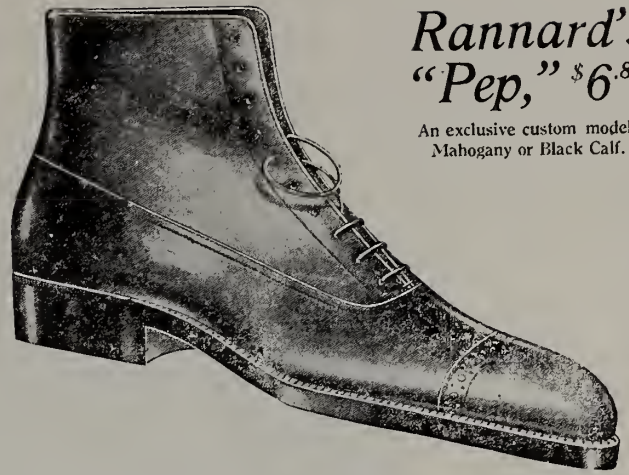
I cannot emphasize too strongly the advantage to retail merchants, and the firms they are dealing with, to submit annual statements of their financial position each year, whether they be satisfactory or otherwise. It creates confidence, and that is what should be encouraged between buyers and sellers. It is one of the features of modern merchandising.

### A Plan for Reducing Costs

A SCHEME of interest to Canadian exporters of leather to Great Britain is outlined by Mr. J. W. Smith, a shoe manufacturer of Kettering, Eng. The plan is for the establishment of a supplies syndicate (with a nominal capital of \$1,450,000, and a paid-up capital of \$625,000) to purchase bottom leather direct from the tanneries, and thus abolish the holding of large stocks by individual manufacturers and reduce charges on capital, and decrease working costs. Mr. Smith points out that the scheme might include the purchase of other essentials of boot manufacture, and he appeals to manufacturers to substitute co-operation for competition. By that alone, he says, can a standard of efficiency in organization be maintained whereby a living wage can be firmly established for the worker and a fair remuneration be assured to the real organisers of industry.

# Advertising a Special Sale Without Using Comparative Prices

THE aim of the average retailer, in advertising a sale, seems to be to make the difference between the original price and the sale price as great as possible—in the hope, no doubt that people will tumble over themselves rushing to save this three or four dollars. Nevertheless, it is coming to be realized by good business men everywhere that comparative-price advertising is losing value. Possibly this is a condition brought about by unscrupulous dealers who deliberately inflate prices so as to be able to advertise a "smashing" reduction. This has reflected on the legitimate dealer who has a genuine bargain to offer—that is, unless he has so established himself in the minds of his customers that they do not question the validity of his advertising. And if that is the case—why go to the trouble of putting in comparative prices at all? Those who read his advertising and are not customers will not believe him any-



**Rannard's**  
"Pep," \$6.85

An exclusive custom model.  
Mahogany or Black Calf.

YOU may be "due" right now for a pair of extra good shoes. You can get them during this special sale at \$4.85, \$5.85, \$6.85, \$7.85; and you'll get a lot of extra value for the money.

We offer you your choice from our large stocks at our three stores. There are all styles, all leathers, all weights, all sizes. We will see that your feet are properly fitted in the style you like.

See about it soon, the bargains are unusual.  
Satisfaction in every pair.

*Rannard's*

MAIN STORE PORTAGE AVE. COR. HARGRAVE.  
BRANCH STORE 536 MAIN ST. COR. JAMES.  
BRANCH STORE 273 PORTAGE AVE. AT SMITH.

You know better than anybody else what you want to do with your money; but we know that there's a big dividend for you in spending some of it now for these shoes.

Another attractive sales announcement that disregards price comparison

way—those who are customers will be more interested in the sale price, rather than the original price. Everybody knows that a retailer cannot conduct his business on wind and to be continually advertising reductions is bound to raise a suspicion in the minds of the public.

Ninety per cent of the advertisements that have reached us during the past month have been sales advertisements. One can almost imagine the brain-fag that must be a result of trying to think up new names for these events. Here are a few picked at random: Pre-Inventory Sale; Anti-Camouflage Sale; No Reserve Sale; Victory Sale; Overstock Sale; Red Tag Sale; Sample Shoe Sale; February Sale; Profit-Sharing Sale; Emergency Shoe Sale; Opportunity Shoe Sale; Housecleaning Sale; Change-of-Ownership Sale; Family Shoe Sale; Stock-taking Sale; Big Mid-Winter Sale; Factory Shoe Sale.

The advertisement reproduced herewith, is a noteworthy departure from the average. The absence of "original prices" is, we believe, one of its strong features. In addition, it has the advantage of a good lay-out and well-written copy.

It should be remembered that almost anybody can write an advertisement of the "Regular \$10. now \$4.98 type"—it can be turned over to the delivery boy because it doesn't require the exercise of any particular intelligence. But to advertise in such a way that customers will be brought in to the store to purchase at

**SEMI-ANNUAL**

# SHOE Clearance SALE

Starting Wednesday, February 27th and continuing for ten days, the big shoe event of the year. The whole shoe industry is united in this sale. Every pair of shoes reduced! Broken lines priced at one-third or less. All spring lines reduced considerably. Many people make a practice of buying all their season's supply during this sale. They economize and make a big saving.

**LADIES' \$2.45 SHOES**  
Just think of it, all sizes at a ladies' patent leather lace or button back, some high, some low heels. A neat stylish and reversible shoe—a real snip. Less than the price of a pair of house slippers. We have lots of them, but come early.

**MEN'S \$3.45 SHOES**  
It seems like old times to talk of shoes at this price and there are some mighty fine shoes here too. Some a cut with cloth top dress shoes, also some boy kid bladders, splendid for mother overalls and rubbers.

**BOYS' \$2.95 SHOES**  
These are sizes from 11 to 13. Some plain shoes, some sailing shoes. These are broken lines and hard to describe, but you will find excellent values at this lot.

**LADIES' \$1.00 FELT SLIPPERS**  
We have about 50 pairs of felt slippers, some fuzzy style, some regular leather sole. If you are in need of a pair of these slippers don't delay, they will not last long.

**MISSES' \$2.45 SHOES**  
If you are a fan in this lot. A strong, rubber bladder for both, wear and a lighter bladder of box kid. These are splendid values and just the thing for finishing out the season before you buy spring shoes.

**CHILDREN'S \$1.65 SHOE**  
Sizes 6 to 10, with 5000 large assortment up to 7 1/2, low and button shoes in chocolate and black dungs as well as box kid bladders. Sizes 6 to 10, in box kid bladders.

**LADIES' \$2.85 SHOES**  
It is really a bang day since you can see such splendid shoe values as you will in this lot. A large number of samples worth up to \$8.95 a pair. In the other sizes you will find a big selection of shoes for all purposes. Some heavy, high and some light weights for dress wear. Every pair means a saving.

**MEN'S \$5.45 SHOES**  
Your choice at about 200 pairs of high-top shoes in a great many different lines. Almost every pair made of soft, white or brown, light and heavy weights, cowhide and full bound too. This lot is the biggest bargain for men. If you have an eye to value and saving come early and buy.

**LADIES' \$2.95 SLIPPERS**  
Yes, ladies, there are big times ahead of us for funning and safety. We have not overlooked this and we have a great snip for you in party slippers in patent leather with high heels. These are smart, trim up-to-date, and you buy them for almost half the regular price.

**A DROP IN SHOES**  
There was a general opinion that the coming of peace would see a big drop in the price of shoes. Such is not the case, in fact shoes cost more today than they did six months ago and an indication of any easing of the market. The only way to buy shoes at less than regular prices is to take advantage of this sale.

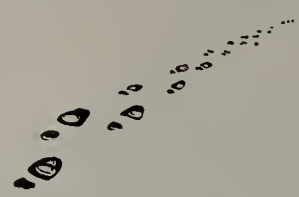
**KOSEY CORNER SLIPPERS**  
We made a serious mistake last fall and bought for too many children's and Misses' Felt Kosey's. But you will get the advantage of our mistake, because we are clearing them out. Children's sizes, 7 and 6, 25c per pair. Misses' sizes, 12 and 11, 45c per pair.

**FOR SHOES**  
THE CASH SHOE STORES  
Port Arthur Port William

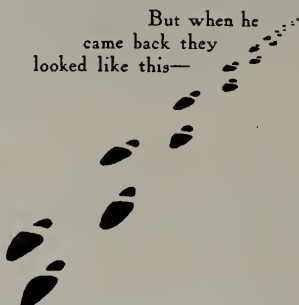
TAKE YOUR CHANGE IN PHILIP STAMPS

Elbert Hubbard said: "Repeated failures probably prove that the world is onto your curves." Some comparative-price advertising fails for just the same reason. Here is an advertisement notable for the absence of "regular" prices.

When he went down the street his footprints looked like this—



But when he came back they looked like this—



He had been to  
Woolf Brothers' Shoe  
Sale, of course!

Entire Stock Not Included

**Woolf Brothers**

1020-22-24-26 Walnut



You'll wish  
you had more than one  
pair of feet--  
when you see the values  
in our Shoe Sale!

Over 1,800 pairs  
of J. & M. and other make

**SHOES**  
at these reductions:

\$7.50 Shoes .....	\$5.45
\$9 to \$9 Shoes .....	\$6.45
\$10, \$11 Shoes .....	\$8.45
\$12.50, \$13.50 Shoes .....	\$10.45
\$14, \$15 Shoes .....	\$12.45
\$17.50 Shoes .....	\$13.45

Entire Stock Not Included

**Woolf Brothers**

1020-22-24-26 Walnut.



SHOE  
SALE  
AT  
Woolf Brothers

"When a Feller  
Needs a Friend"

Apologies to Briggs.

Three of a series of advertisements used to announce a special sale. The originals were just the width of a newspaper column and 5 inches deep. While comparative prices are used in one of them they have the merit of being "different."

fair and legitimate prices, which after all embodies the basic principle of retail merchandising, requires a certain amount of studious application. In the long run, however, we believe the effort will be found worth while.

### Manufacturer Predicts Higher Prices

SHOE manufacturers state that some retailers are under the impression, now that the war is over, that prices will gradually get on a lower basis, and with this view in mind have been cancelling orders. Discussing this question, Mr. L. P. Deslonchamps, of the Slater Shoe Co., Ltd., Montreal, states: "My own opinion is exactly the reverse of this view. I rest my opinion on the fact that prices of materials are not likely to recede, and the scarcity and trouble in getting materials at all will tend to hold up the market for several months. Prices of labor too are still very high, and they will not come down while the cost of living stands at its present level. Moreover, there is no prospect of food prices being lower, having regard to the fact that the price of wheat has been fixed, and that Europe is demanding more and more of our food products. Besides this, there is the shortage of skilled help in the shoe trade—all making for a continuance of the present high manufacturing costs.

"One must not overlook the demand that will probably come on us from Europe, a factor which is likely to keep up prices of the manufacturer's raw materials and of shoes. In connection with this subject, I would like to call your readers' attention to the opinion of Mr. Henry B. Endicott, of Endicott, Johnson &

Co., head of the largest shoe manufacturing concern in the world. What is true of United States is true of Canada, as our conditions are similar. Mr. Endicott says: I have seen statements and advertisements in newspapers that would lead an average layman to believe that shoe prices were tumbling rapidly. This, I think, was more prevalent several weeks ago than it is today, because I understand that some manufacturers have already had to raise the price of their shoes 25 cents and 50 cents a pair over prices of a month or six weeks ago. This action has rather checked the talk. I am aware that some commodities that were very rapidly boosted during the war have already started on the downward track, and they ought to, and there is a class of shoes which certainly ought to be cheaper and that is the class of shoe where the manufacturer has used his reputation and put on an enormous profit. In other words, where the manufacturer has taken advantage of war conditions and got above a normal profit those prices ought to come down, but where the manufacturers, as I believe a large majority did, continued to sell their shoes at a normal profit, based on costs, I think there is more danger that they will have to advance their shoes owing to advanced costs than there is that prices will be reduced. It has been called to my attention that when the armistice was signed the retailers apparently believed that the 'clock had struck twelve,' and it was their duty to place cancellations instead of orders; in other words, they were like a flock of sheep—once a flock of sheep start there is apt to be a small panic. Now, as a matter of fact, nothing that the average retailer could do, looking at it from merely a money standpoint, could have been so foolish. We have received cancellations and have

### The Advertising Idea

Keep your eyes open for advertising copy ideas. An advertisement is often known by the happy choice of a striking phrase or combination of words. Take for instance the Packard phrase: "Ask the Man Who Owns One"; the Eastman Kodak Company's suggestion, "There's a Photographer in Your Town." The Underwood Typewriter Company say, "The Machine You Will Eventually Buy"; Ames-Holden-Mc-Cready, "Shoemakers to the Nation"; Ford Motor Company, "The Universal Car," and so on.

Then there are many combinations of words that can be used attractively in addition to a standard phrase. Often they come upon you unexpectedly and it's well to jot them down before you forget. Above all, remember that it's better to go out and GET an advertising idea than to wait for one to bump into you—and usually much quicker.

accepted them, and these same people will buy shoes again and pay more for them.

"That," added Mr. Delongchamps, "is the situation in a nutshell, and the statements comes from an authority whose views carry the greatest weight."

### Rubber Shoe Manufacturers Meet in Montreal

A VERY representative meeting of the Canadian rubber shoe manufacturers was held at the Windsor Hotel, February 19, with Mr. T. H. Rieder, of the Canadian Consolidated Company in the chair. Mr. R. H. Greene, of Gutta Percha and Rubber Limited, acted as secretary. It was explained by Mr. Rieder that the gathering had been called to discuss matters of vital interest to the rubber shoe trade and asked for expressions of opinion on any subject of interest, the following being suggested to start with: Operations of methods of sale; Opening dates; Suggestions as to lines; Suggestions as to prices; Advisability of the formation of jobbers' associations in various provinces not now organized.

In connection with methods of sale, Mr. C. S. Sutherland, of the Amherst Boot and Shoe Company, called attention to the demoralization in the trade brought about by the reduction of prices on October 1, last. This brought about considerable clerical work in adjusting trifling claims. He urged some better method for securing regular prices. Discussion then followed on terms of payment. Some favored the return of the old basis of 2 per cent. ten days, or net sixty days. The majority, however, were of the opinion that no change be made from the present basis.

It was suggested that dating should be changed, making light goods November 1 and heavy goods December 1. It was pointed out, however, that this would involve a large amount of trouble, necessitating separate orders and double invoicing. It was also a departure from the general trend of maintaining short terms.

The opinion was general that no change in prices

should be made until January in any year. A continuance of the present method of placing prices being announced in March and assorting prices around May 1st, was considered satisfactory.

In the matter of bonuses being granted to retailers in the large cities it was the general opinion that dis-



"Ranger," 7" black leather Top, heavy duck bottom—Made by Miner Rubber Co.

tributors' associations should be formed to oversee and regulate such matters.

Considerable discussion centred around opening dates for the season and the sentiment prevailed that a fixed opening date for the whole of Canada should be decided on. The earlier opening date arranged for the West was not proving satisfactory.

It was unanimously decided to continue the plan of carrying no samples for the seasons 1919-20.

The following committee was appointed to arrange for the formation of distributors' associations in Quebec, Ontario and the Maritime provinces: J. A. Dube, Quebec City; Geo. Robinson, Montreal; W. Girou-



"Premier," heavy duck, 2 buckle, for men, made by Miner Rubber Co.

ard, St. Hyacinthe; C. H. Lockett, Kingston; Geo. E. Boulter, Toronto; J. A. Connor, London, and A. Upton, Ottawa.

### Colors for Fall Season

Many of the prominent Boston leather firms are adding lighter color shades to their lines. The C. D. Kepner Leather Company, whose lines of WILO leathers are familiar to Canadian buyers, are meeting with good response on two new medium brown and light shades of WILO "snuff" sides. These colors are known as No. 18 and No. 23.



AIMÉ DE MONTIGNY  
President



Mr. Geo. DeLauniere, First Vice-president



Mr. Louis Adelstein, Secretary

## Montreal Shoemen Elect Officers for the Current Year

**T**HE election of officers was the principal business at the monthly meeting of the shoe section of the Montreal branch of the Retail Merchants' Association of Canada, held on February 13th, Mr. Geo. G. Gales presiding.

The following were elected: Messrs. Aime de Montigny, president; Geo. DeLauniere, first vice-president; S. E. Wygant, second vice-president; Louis Adelstein, secretary; C. R. LaSalle, treasurer; Geo. G. Gales, auditor; J. T. Lemire, G. DeLauniere, S. E. Wygant, A. de Montigny, C. R. LaSalle, delegates to the Montreal branch of the Association.

Mr. E. M. Trowern, secretary of the Dominion Board, wrote on the subject of the use of war savings stamps as trading stamps. Complaints had, he wrote, been made that some retail merchants in various lines were so using the war savings stamps. The Dominion Board had taken up this matter with the Department of Finance and Special Committee of the Government in Ottawa under whose direction war savings stamps were being sold, and after calling their attention to the Trading Stamp Act and giving reasons why the Dominion Board considered that war savings stamps should not be allowed to be used as trading stamps, a decision had been arrived at favoring the Board's contention. Notices had been sent out by the Department stating that no person was allowed to handle or use war savings stamps for trading purposes. If any cases of the violation of the rule came to the notice of members of the section, the Dominion Board should be notified. Mr. Watson stated that the practice commenced in Winnipeg and this had now been stopped through the action of the Dominion Board. It was against the criminal law, and both the giver and receiver were liable to penalties.

A long letter on the subject of fire preventions was read. This gave a number of resolutions passed at a conference of various associations held at Ottawa.

Votes of thanks were passed to Messrs. Geo. G. Gales, the retiring president; C. R. LaSalle, retiring vice-president; L. Adelstein, the secretary; and to the trade papers. The latter vote was acknowledged by the Montreal representative of Footwear in Canada.

### Style Briefs

**M**R. C. S. CORSON, manager of the Regal Shoe Company, Toronto, believes that oxfords will be very strong for the coming season. In high shoes, their Pall Mall ball. In Royal Purple calf is one of the best sellers and this style also sets up nicely in Havana brown kid. A new last has been added to the Regal lines—one with a little more character than the Pall Mall, having a little more pointed toe and being a little wider across the ball. This is a very attractive last.

D. D. Hawthorne and Company, wholesale shoes, Toronto, say they are experiencing a strong demand for grey and brown colors in women's lines.

Dufresne and Locke, Ltd., Maisonneuve, will put in two additional lasts—one women's with a medium recede toe, and with a little higher heel than the sport last. The men's last will have a medium round toe.

Geo. A. Slater Ltd., Maisonneuve intend to add considerably to their range of samples. There will be five women's lasts and three men's lasts. One of the former will be a sport last; another will have a military heel and pointed toe; and the remaining three long vamps and high heels. The men's samples will be built on conservative lines; one will be of a dressy character and another a walking shoe. The firm will make a feature of brogues in men's and women's. The new lasts will come mostly in dark shade tans, and with some combinations. A number of women's goods will be in Nutria shade.

The Swan Shoe Company, makers of first walking

shoes, Footgluv folding slippers for travelling, etc., advise that the most popular colors in their "soft sole" and "first walking" shoes are black, white and tan, in both high and low styles.

The Hurlbut Company, Limited, Preston, Ont., state that for summer their predominating lines are white buck button, blucher and straps, patent vamp-white buck tops, patent straps, patent button-mat tops, gunmetal calf buttons, straps and bluchers, tan calf buttons, bluchers and straps. For fall gunmetal buttons and bluchers, patent-mat top buttons and bluchers and patent-white tops. In the heavier lines, smoke and dark tan elks in bluchers are being shown. The Hurlbut sizes run from 3 to 7½ and 8 to 10½ in the welt cushion sole shoes and from 2 to 5 in the "Pussy Foot" lines.

The Eagle Shoe Co., Montreal, are adding four new lasts to their fall samples—two for men and two for women. The former lasts will have medium high toes and recede vamps. One of the women's samples will have a long vamp and the other a medium round toe with a 2-inch heel. The goods will be made in patent leather and calf and with suede tops, together with a combination of fancy linings.

In the opinion of the Weston Shoe Company, Limited, there will be no radical change in style this year. The outlook seems to be for the narrow receding toe, the style that has been popular during the past season. There is a slight tendency towards cuban heels, although they are making quite a large number of the Louis style. In misses' and children's the Weston lines have been remodelled and they are showing a range of cushion sole shoes for little folks that will have a strong appeal to the public.

The Minister-Myles Shoe Company, Limited, Toronto, find dongolas in black predominating, with colors in kid and calf a close second. Colored tops on cloth, they say, are not exceptionally large sellers for this season, although they are having considerable call for buck colors with calf and kid vamps.

## Style Program for Fall, 1919

THE following program was endorsed by the National Association of Manufacturers, Wholesalers, Tanners, Last Makers, Travelling Salesmen in Conference, January 13 and will be effective nationally in United States fall styles.

On the program of style recommendation for fall, 1919, the conference unanimously voted to ratify and endorse the complete text of the December action of the Council of National Service of the Shoe and Leather Industries with the one amendment:

"The standard heights of women's lace boots, carrying all kinds of heels be 8½ to 9 inches—measuring from the centre of top to the breast at the side of the boot with 4B as the model."

The style program for fall, 1919, therefore reads:

1. **Colors**—Leathers for women's shoes to be confined to three shades of brown, dark, medium and beaver; two shades of gray, medium dark and medium light; bronze, white, black, and patent leather.

2. **Height**—That the height of women's lace boots carrying all kinds of heels be 8½ to 9 inches—measuring from the centre of top to the breast at the side of the boot with 4B as the model.

That the height of women's button boots be not more than 3 inches.

It is recommended, however, that the manufacture and sale of women's button boots for the entire year of 1919 be discouraged.

3. **Styles**—Styles be confined to pieced patterns and foxed effects in so far as possible.

Women's lasts should not be longer than 1½ size over standard measure, and further, that the use of needle toed women's last be discouraged for 1919.

The Lady Belle Shoe Company, Kitchener, Ont., are issuing a catalogue which will go to the trade the end of this week, showing their white cloth samples and also a few of their pumps and oxfords, which are carried in stock for immediate delivery.



Mr. C. R. LaSalle, Treasurer,  
Montreal Association



Mr. Geo. G. Gales, Auditor,  
Montreal Association



Mr. J. T. Lemire, Executive Member,  
Montreal Association

### Heavy Stockings and Oxfords

THE increasing use of heavy stockings worn with low shoes is emphasized in a current issue of *Vogue*, one of the leading women's fashion magazines and the tip should be of some little value to retailers who handle hosiery or it may be accepted as an indication that low shoes will be worn to a great extent in the early spring. Even at this early date it is not unusual to see oxfords and pumps on the streets in Canadian cities. In many cases also



The Woollen Stockings come in a variety of designs

the heavier stockings are a feature. *Vogue* tells us that the increasing use of wool stockings will no doubt be exemplified in sports wear during the spring, and while these are not in any way unusual in character, they differ slightly from those which have heretofore been seen. The stockings at the left in the sketch show a very soft grey green shade made with an alternating broad and narrow stripe accomplished by varying the weave. Next to that is shown a black and white stocking made of a combination of silk and wool. This type of stocking will no doubt take the place of the all-wool stocking for sports wear when the weather gets too warm to permit the wool stockings to be worn with comfort. Even about town of late smartly dressed young women have worn the silk and wool stockings with walking oxfords. On just the right type they are quite smart, but no one who has not a slim ankle should attempt to wear them. The stocking in the middle of this sketch is all wool in a very beautiful shade of tete de negre with a darker brown herringbone running through it. A fine black silk stocking with a slightly novel clock is shown next to the right, and at the extreme right is an exquisitely fine white silk stocking with a rather wide rib. This stocking would be excellent for pumps of white kid.

### Canadian Shoes for Europe

THE Canadian Trade Commission in Ottawa has received, by cable from the Canadian Mission in London, a request to secure information from boot manufacturers in the Dominion as to their production, facilities for delivery and approximate prices in the cheaper grades of boots for men, women and children. These will be for sale in the United Kingdom. A later cable on February 14th further defines the requirements. The class of goods required will be of the cheaper sorts for the use of working people, with a small proportion of better grade

boots and shoes. Makers should figure on good sledge boots at reasonable prices.

Leather and boots of all classes will also be required in large quantities, among what the Canadian Mission describes as "enormous supplies of staple goods," for which they are daily receiving inquiries from Rumania, Greece, and Serbia. The cable adds: "We are badly handicapped by Canadian industries not having representatives here. Prospects for business in Rumania, Serbia and Greece are very favorable and if we can supply information promptly we should be able to secure large business."

### Several New Lasts

WE are advised by Mr. A. Brandon, of the Brandon Shoe Company, Limited, Brantford, Ont., that they are showing several new lasts this season—exact duplicates of the latest styles shown in the United States. Mr. Brandon states that Canadian retailers are being shown the same styles as are shown by U. S. manufacturers and, as our quality is superior, if anything, there is little need for the Canadian shoe retailer to go outside of the domestic market. Canadian manufacturers, Mr. Brandon continues, now have the art of shoemaking down to a science and, particularly in men's fine welt, our shoes are better wearing than the United States product as well as being as neat and snappy as any shown in America.

The Brandon Shoe Company are looking for a good business this season. Prices are firm and there is no sign of the leather market easing up. In their



One of the popular lines of the Brandon Shoe Co.

opinion, the moment that peace is declared in Europe and reconstruction commences, the demand for American leather will be heavier than ever and this all points to even higher prices for shoes. Their advice to retailers is to purchase now all the shoes they require for the coming season because it looks more than likely that those who are holding off in the hope of cheaper prices will find themselves short.

Travellers for the Brandon Shoe Company are now in their territories with Fall samples. J. L. Trethewey is covering Western Ontario; E. E. McIntyre, Eastern Ontario; K. F. Walters, Montreal to Cape Breton and F. S. Redfern from Fort William to the Coast.

The Goodyear Tire & Rubber Company, makers of Neolin soles, will open a Quebec City branch in the near future.





*Comfort and Appearance  
Combined in the various  
Styles for Little Folks.*



A "Hurlbut" Welt Cushion Sole Shoe



Hurlbut Cushion Welt With Neolin Soles



The "Pussy Foot" Shoe, made by Hurlbut Shoe Co.



The "Tru Trod"—A splendid Shoe for the growing child, made in widths B, C and D, by Getty and Scott



Hurlbut "Pussy Foot" line



First walking shoes, made by the Swan Shoe Co., Baltimore. Popular colors are black, white and tan.



# The Goods—How to Know Them and Show Them

Sales Are Often Lost Because Retailers and Salespeople Do Not Know Their Goods—  
In Selling Shoes, First Please the Eye, then the Foot and, last, the Pocketbook

THE University of Manitoba recently inaugurated a series of short courses in merchandising which, as the name implies, are designed to give helpful service to business men desirous of improving their status as merchants. Talks at the first Business Congress were delivered by merchandising experts from the United States as well as Canada, and we are reproducing herewith a particularly instructive address by Mr. Geo. P. Irwin, lecturer on Retail Selling and Merchandizing, University of Wisconsin:

I want to tell you first an experience in retail stores which will lead you, perhaps, as it has led me, to believe that there are some very important points that a man who is selling a commodity should know about the commodity. I remember here the story of a girl; perhaps she is the kind of girl I was talking about yesterday afternoon, who was given a book and pencil, dropped down in a store, and then everybody hoped that she was going to distinguish herself, she was standing behind the counter shortly before the holidays. A feminine purchaser (by whom 80 per cent of our purchases are made in the majority of stores) came walking into that store, and because that store was displaying the merchandise efficiently she found certain articles upon a table in the aisle. She looked at this particularly attractive display of merchandise. It was attractive to the eye. The more she examined it, the more attractive it became. The woman was of curious mind—most human beings are. When we see a new piece of merchandise which is attractive, the natural thing for us to ask is, "What is it for?" The woman looked at the merchandise, and turning to the sales girl said, "What is that for?"

The sales girl hesitated a moment because it was an entirely new line, out of her department, and then for fear that the woman might think she was not "on her job," decided "I will have to tell her something," and said, "Well, I think it is for a Christmas present."

And that was about all the information the sales girl had to give to the prospective customer. Is there any reason in your mind why that customer was not interested in that commodity? She received no information on that commodity.

And so we find in other cases that it often becomes necessary for us to know something about our commodities in order that we may talk intelligently. We may not be able to, like that fellow who upon his entrance into the linen department to serve customers, was one day compelled to wait upon a feminine purchaser who desired certain pieces of linen. The man knew practically nothing of linens. He stopped to look at two pieces approximately equal size. One of them was priced \$11 more than the other. The customer, looking at them, said, "Yes, I see they are both very attractive," and then, picking up the articles she looked at the linen very carefully and said to the young man, "I cannot see what the difference is in these two, and you ask me \$11 difference in price."

The fellow was not to be put down. He took up one piece of linen which was the most expensive, and

said to the woman, "Madam, you will notice in this particular piece the centre is in the middle and the corners are on the edge."

The woman said, "Oh, yes, I didn't notice that."

And that young man was supposed to be a salesman. All of us are not fortunate enough to be able to respond to the situation quite so readily.

It seems to me if there is one thing today that it is absolutely necessary, particularly with the small retailer and his employee to enable them to compete with yonder man who can hire an expert to do these things, it is to know something about how to lay our proposition before the customer in an attractive form, and what to tell him about it after we lay it before him. I am not talking entirely to you men who are laying merchandise down on the table for customers to pick up and admire but, I am really talking to anyone who has a proposition which he expects to sell to someone.

I heard a story of a barber who, it was said, attended our friend Billy Sunday's meetings. He received what he thought was very much benefit. He was instructed by the evangelist: "The first thing that



Mahogany Oxford, by Slater Shoe Co.—Also made in Gun Metal

you do when you go out from here tomorrow, you pass on the good tidings and help some fellow get ready for the hereafter."

The fellow felt he had received much benefit, and he went out from the meeting determined he was going to pass on the good news to some other fellow. He had not studied how to properly present the proposition.

The next morning one of his regular patrons came in for his usual shave.

"Want a shave? All right, Bill, sit in the chair."

He went through the preparations for shaving him, had the man nicely lathered lying with his head back on the form all ready. He pulled out his razor strap, whipped the razor up and down in good shape, put his hand on the customer's head, held the razor above the customer's throat, and said: "Brother, are you ready to die?"

That reminds me of some of the remarks we hear

in our merchandising establishments. I walked into a merchandising establishment only three weeks ago in our city. I was trying to investigate some merchandising conditions and was concerned with this particular problem. I walked into a store, and inquired for an article.

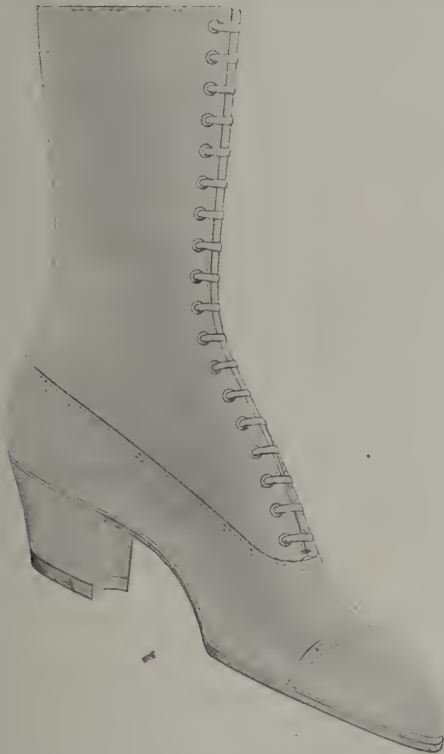
"You handle so-and-so?"

The salesman assured me, "Yes."

I said I would like to see it, and he laid the article down on the counter in front of me and said, "I don't suppose you will like that kind?"

Instead of saying something to interest me, the man immediately started telling me he was quite confident that I was not going to be interested in the proposition. I didn't blame the fellow very much.

I walked into another store to buy the merchandise. That fellow brought an article over and put



No. 735—Queen Quality Misses' White Reinskin Cloth Boot. Ivory welt sole, 12 8 rubber heel. Carried in stock by Thomas G. Plant Co., Boston.

it down in front of me with the remark, "I do not know whether you want anything so expensive as that."

Possibly I looked poverty stricken.

The kind of things I mentioned are what keep people from becoming interested in our propositions, instead of sales people telling something interesting about it.

I told you yesterday something about a very practical way of meeting a customer. Promptly this is an insignificant remark to you, but to those of you who have studied the people selling in your stores it is not anything like as insignificant as it looks.

I walked into a drug store last summer in search of an article. A couple of young fellows were standing there receiving money as the representatives of that store. I inquired if they were handling certain article, and one said, "Yes." He turned around to the

other fellow and remarked: "You know, I think Chicago will win the pennant. The last wire they had at the office they were so many runs ahead."

He finished his conversation about the ball game, however, and said:

"What is it you said you wanted?"

I said, "This is a nice store to keep away from."

There is nothing more important than the manner in which we meet our customer and the way we place the commodity before him. If you walk into a store tomorrow, the way in which the commodity is laid before you on the counter has very much to do in determining whether you are attracted by that merchandise or not. You walk into a store and call for an article, and the fellow throws it down and says "That is a dollar." You walk into another store and the salesman takes the article and handles it as though it were worth the full price. Compare the methods.

Some ladies walk into a store to buy a garment and the saleswoman picks up the garment and holds it like a rag in her hands. The woman is not going to be interested in that garment, as she would be if it were displayed in the best form. What is that? Put it on the customer. Relieve your customer of any constructive thinking, if possible—meaning that you show your merchandise as nearly in the form it will look in use as possible. That is not impossible in all cases, we will admit, but so far as impossible, show how the commodity is going to serve. As an illustration: A young lady in a small Wisconsin city was working in a general store. She was responsible for the sale of collars. She saw people walk up the side day after day without looking at or apparently noticing her assortment of collars. After a while she said, "I wonder why?" She looked at her display and saw that there was no contrast of colors. She removed the majority of these collars until she had very few. She took a common piece of purple paper, placed it beneath the white collars, and now she had a contrast between the white and color instead of white lying on white. The white collar was placed in an attractive form—just as it would be worn—on purple paper. A customer could see the figures in the collar and the customers became interested.

She found the majority of feminine purchasers would ask, "May I put it on?" or "Will you put it on to see how it looks?"

She found an old waist form that had been thrown away and displayed collars on it. She did not use a white waist because she knew there would be no contrast. She increased her sales 60 per cent. by merchandise display. If we have a proposition to present, we must present it to our customers in the most attractive form.

I might stand before you and say that particular lighting system is one of the most brilliant lighting systems you ever saw. "If I turned on those lights and you saw for yourself how they looked, you will not be compelled to think, 'I wonder how they look?'"

I might take a man's necktie in my hands and say, "Fellows, when this is tied it is the handsomest tie you ever saw," but if I am a clever salesman I would take that necktie and show the fellow how it looks, I would not wrinkle it for that would damage the tie. The customer knows how it looks and need not guess at it. Believe your customers of any constructive thinking.

I was in a small general store in Wisconsin along in the early part of the fall, when a customer came

in. A young girl was selling merchandise. This girl was compelled one time to let the customer have a bunch of toothpicks and next time to sell tooth paste. This particular time the customer said, "Do you handle certain goods by the yard?" and the saleswoman assured her they did.

"I would like to see what you have."

Along the side of the store was this merchandise wrapped on the board edgeways. This saleswoman walked up and pulled down one corner and said, "How do you like that?"

Another one was pulled down a little piece more, then a third one. The girl said to the woman, who didn't seem to be interested, "You do not see anything you like there?"

The woman said, "No, I don't think I see anything I like. I think I will look around."

I was standing by the saleswoman and she said, "Tell me as near as you can why I didn't make that sale."

"If I could tell you how to make every sale, I could make a million a day. The woman wanted curtains for a bedroom window. All right. You stand out here, ten feet from that shelf and let me pull down that much of the corner of those goods, and then tell me if you can see enough of that pattern to tell how it is going to look made up, and what it looks like hanging on the window."

She said, "No."

"There is the first principle of merchandise display. Relieve the customer of any effort. Let him see how the merchandise looks in use."

"What would you do? This is a small store, and we haven't fixtures like they have in the city stores."

I replied that I would get a piece of stock, if I could get nothing better, wrap it with paper, and put it across the top of two chairs. "The next time anyone asks for curtain goods, open the bolt and show the pattern."

I don't care what your business is, show your goods.

Take shoes, for instance. You may do what a wise salesman told me was a very essential thing in selling shoes. He said, "The very first thing you are going to do with selling shoes is to please the eye. You bring out the shoes and the customer says, 'I don't like that.' You say goodbye to that and bring out something else. Please the eye. When you get the eye pleased, please the foot. When you have the foot pleased, when that is comfortable, then there is one thing more to do, please the pocket-book."

I leave that to you whether or not it is sound logic.

**Importance of Color**

Most of us do not realize the importance of color. It is needless for me to say anything about color to the man who is selling ribbons and dry goods. A hardware man once said to me that it was not worth while telling him anything of that. I stayed in his store seven weeks. He had engaged a young boy to sell merchandise. A young woman came in from the country and wanted to buy paint for her house. She said, "I wanted the old man to have it painted before, but it was a pretty expensive job and he has been putting it off, but at last he has decided to have it done."

This boy said, "All right, we have quite a nice lot of paint here."

He brought out his paints and figured up approxi-



The cartoonist of the 'Toronto Star Weekly pays a visit to a shoe store and pictures some of his impressions

mately the number of gallons it would require. Then I heard the woman say, "Just how would you trim that house? I am not positive about the colors here. If you can help me a little bit in trimming the house, probably we can decide on it. The old man could not come in to-day, and he said, 'Anyhow, maybe the people at the store know more about it than I do.'"

The boy looked at me as if he was scared to death, and then said to the woman, "I expect we will have to leave that to the painter. I do not know much about that."

Then the woman said, "I cannot decide without the old man." She went out of that store.

I found there was a painter in town who took orders for paint. The woman went down to Mr. Painter, who told her how to decorate the house, and the last time I saw the merchant he still had the paint.

I have a personal friend whom I went to see during the Christmas holidays. He was upstairs dressing for supper, and when he came down I heard his wife say, "For heaven's sake, who sold you that hideous tie?"

"A man of your complexion ought never to wear that color."

He thought of the man who sold him that tie—but not in the right way.

Take an opposite, a women attending a social gathering. All her women friends gather around her and

say, "Really that is such a becoming garment you have. Where did you get it?"

"Oh," she says, "Mary over at the store suggested this."

Any real assistance that you can give to your customers is usually appreciated. We walk into a store and want to buy a chair. The salesman comes forward puts a chair down in front of you and says, "That's a good chair." That is what the fellow across the street said about his, and that is all the information you receive. He gives no reason why it is a good chair. You are compelled to accept his simple statement. "Why is it good?" He gives you no proof. That is his opinion not yours—the salesman's opinion, not the customer's.

My friends, the customer's opinion is formed from the definite information which sales-people can give. If you want to buy a chair, what you should know is what service you can expect to get. Instead of being told it is "a good chair," you expect to be told that the chair will give you lots of service because it's made of oak or because of certain improved construction.

Instead of saying "Good shoe," say "Here is a shoe which will give you service because it is constructed in a certain way."

Instead of saying to the woman, "Here is a nice coat," say "It is a good coat because . . . "giving reasons that are convincing.

#### Give Definite Information

I should be able to give definite information about whatever I may sell. I should take the article and study it, in order to be able to give definite information. I first ask myself, "If I were a customer buying," in this case chairs, "what would I expect to get in a chair?" Perhaps it is service, perhaps comfort; most of us like a comforting chair. The construction of it might be interesting. The benefits I would receive from it are the things interesting to me.

If I were going to buy a shoe it is quite probable that I should want it (as most of the time we hear customers say) good looking. Sometimes we say a stylish shoe. I should want to have it of the proper material. I should like to know how it was made, not necessarily all the revolutions of the machinery that made it, but rather if there are any advantages to me in the way in which it was made.

And so I might go on and on with this idea. One might make a general statement that "it is reasonable in price," without being able to compare it with other products and say why. That is not sufficient. We must have definite information as a positive proof of our statements, so far as it is possible to give it.

I am going to ask you for a moment to let your thoughts revert to the daily newspapers that you all read on various occasions. Across the head of this morning's paper you read, perhaps in red or black characters, a certain number of words, commonly called headlines. They may have said there was a great storm or a train wreck. Those black or red lines, as the case may be, were placed on your paper by a man who knew what definite information was, and he knew how to present it in an interesting way. He knew just how to boil down a long story into a few words. That is what definite information means. Instead of talking to me half an hour about this chair, if you can tell me quickly in three or four words what I am going to get out of it, you are a salesman. So the news-

paper boils down the entire column of this newspaper, he writes across the top of the column four or five words. You read four or five words and you get the sum and substance of the entire column. You know what is in the column, although you did not read it. He tells it in an interesting way that compels you to read the rest of the column, if you have the time. There is a much larger principle illustrated in the headlines of the paper than most of us see. If you and I can follow that out, and we can because we can see the newspapers daily and study how they do that, we can learn to tell a concise story in a few words. We can learn to tell it in an interesting way the interesting things about our product—what it will do for the purchaser, and why.

#### The Point of Interest

And then we come to the next step in selling, "the most vital selling point," which is the most interesting point to the particular customer. Let me illustrate. One man buys insurance for investment; another man



No. 808—Queen Quality Oxford, White Reig-skin Cloth and White Ivory Sole. 15 8 Spanish covered wood heel, welt sole, carried in stock by Thos. G. Plant Co., Boston.

buys insurance for protection. Both of them buy the same commodity, but a good insurance agent would not talk to both of them alike. To one he would talk investment and to the other protection. To-morrow morning to your general store come these two classes of people. I am going to apply this to an article we all use.

Customer Number One comes walking into this general store, walks up to the salesman and says, "I would like to have a pair of boots. You know I am working outside, doing work which is hard on shoes. If you have one that will give me a lot of service I want it."

Now, this man is interested in the amount of service he is going to get out of the shoes. No salesman or saleswoman would think about talking style to that man, because he has found out what he is interested in. The second customer that comes into the store has an entirely different viewpoint. Perhaps he is a young man about town who rather prides himself on being well-dressed.

"I want shoes," he says, "something up-to-date."

You say, "Yes," and you talk on that point. "This is the newest style," and so on.

You figure out that man's interest; you have

found out what he is interested in. The third customer comes limping in and says, "I wonder if you have a soft, comfortable sort of shoe? I don't care how it wears—I have a lot of trouble with my feet."

You would be a fine salesman if you talked on "a beautiful shoe," and how long it is going to wear. If you are a wise man, you are going to talk about how comfortable it is going to be, and you are going to forget about important things.

Customer Number Four comes in and says, "I have just so much money. Can I buy a pair of shoes for that money?" He is interested in the price, but all four are buying shoes.

Try so far as you can to get on the other side of the counter. Get the customer's viewpoint and find out without asking too many questions what the customer has in mind and what he needs. Previous knowledge of that customer will, in many cases, enable you to serve that customer in the best way, because you know what his interests are. You know whether or not he is working on a farm or in town; whether he is a minister or a laboring man. From your knowledge of merchandise you are able to talk intelligently and get the customer's viewpoint.

Mr. Chalmers who was formerly with the National Cash Register Company tells us that one of their salesmen who had been a most successful salesman, when asked the question as to the reason for his success, said, "Nobody can ask me a question about my commodity that I cannot reply to."

That is exceptional knowledge. I am not going to say to you that any one of you men or perhaps any

of us can hope to take the large lines of merchandise most of us are carrying and say, "No man can ask me a question I cannot reply to." I would sincerely like to have the opportunity to talk to a man who thinks he can do that with assorted lines of merchandise. So near as you and I can come to that point, we are going to be successful. So far as we and our staff can do this, we are going to build up a following which which is going to be pretty hard to get away from us. Customers like to deal with people in whom they have confidence. If you come down to-morrow morning to my store and ask me, "Do you think that chair is pretty well made and will last a long time?" and I say, "I think so," you will go away and say, "That is a poor fellow to be in charge of a furniture store, 'he thinks so.'"

### Why Sales Are Lost

I went into a store and saw a young woman put a leather handbag down in front of a woman and tell her the price. The customer said, "Do you think that is real leather?" And she said, "It looks like it."

"What is the idea in asking \$3 for this handbag?" the customer inquired.

"Well, the boss marked it that way, and he gives us the deuce if we sell it for any less," was the reply.

That is the kind of people we expect to do business for us in our stores. If you have only one fourteen-year-old boy helping you after school, make that boy intelligent. Let the people in your community feel that when that boy tells them the things are right, they are right. Let the boy feel he knows what he is talking about, so that next Saturday when they come down, he can look the customer in the eye and say, "Weren't those peaches that I sold you delicious?" Get somebody who will inspire confidence of your customers.

I walked into a store within the last few weeks. The merchant was one of those who realized the importance of the human element. A farmer came into the store and the merchant asked him something about his child, and how the roads were. Then he said, "Well, Bill, what I can do for you to-day?"

You know, I like that. A lot of people say, "What shall I say to the customer?" I am not going to tell you that. Please the customer. If he wants to be slapped on the back, slap him on the back. If he wants to be "bowed to," bow to him. Please your customer. This particular man greeted his customer and said, "What can I do for you, Bill?" meaning, "I am here to do everything to serve you to the best of my ability."

The farmer said: "At last that old cookstove burned out. I have been fighting for a long time against buying one of those, but I guess the 'jig' is up now."

"What sort of stove do you want?" said the hardware man.

"Look here, Tom, I do not think it necessary to ask me that; you know I cannot afford to spend as much money as some people in the world. The old woman has been doing with that stove for a long time and deserves a good one. You know how much money I have. I want to do anything within reason, but do not want to give any more than I have to. It is probably the last stove the old woman is going to get. Better let you select the stove. You know better than I do."

I was thinking: "There is a man we ought to have



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**A SHOECRAFT COLONIAL—  
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The ShoeCraft Shop has surpassed itself in the beauty of this new spring pump, which is true to ShoeCraft tradition in the excellence of its quality. The snug fit at heel gives security and keeps the heel from slipping.

Patent Leather, \$12	Havana Brown Kid, \$12
Black Suede, \$12	Pearl Gray Kid, \$15
Gun Metal, \$12	Black Satin, \$11

Patent Leather Vamp with  
White Kid Quarters, \$12



Post prepaid. Fit guaranteed. Send for Booklet D-28 and Measurement Chart.

An advertisement used in one of the leading women's fashion magazines. It possesses original qualities that make it very attractive. A style note may be also taken from the patent leather Colonial illustrated

before the people of the community to show them how to run their business. Here is a man travelling nine miles, and he asks him what sort of stove he shall buy and what he is to pay for it." No doubt that farmer had been dealing with the storekeeper for years and years, and he had found out that the storekeeper is honest. If the storekeeper said a thing was good, it was good; if he said it weighed a pound, it weighed a pound; if there was any mistake in serving in his establishment, he was always ready to back it up and say, "I am going to give a square deal." That is the kind of confidence I commend to you.

### Analyze Your Merchandise

You people in the large cities have not that sort of contact. I am not overlooking the man in the large city. In the hurry and bustle of trade, the city people have acquired the habit of shopping quickly. Those



Felt "Foot Pals," made by the E-Z Walk Mfg. Co., New York

of you who deal with the real customers are finding that the largest opportunity you have in the world is to render a service to your patron. If you want him to depend upon you, you must study your commodity so that you may be able to tell him what he may expect in service so that he may not be disappointed in your statement. The lack of it drives customers away. I would suggest that we analyze our merchandise, that we teach our salespeople to study because the sales person who can talk intelligently about a commodity takes very much more interest in talking about this commodity than the one who knows little of it. One of you knows all about shoes, and you push shoes; another one likes to sell furniture; another one likes groceries, and he sells groceries because he knows the most about them. Put the merchandise down before you. Ask yourself how it is made, what particular construction is there that gives you an advantage to that particular article. Know how it compares with other articles (not for the purpose of knocking the others, but for the purpose of talking intelligently about it). What goes to make money value? What will it do for the customer? Only the thing that it will do for the customer is the interesting thing.

In a city in Pennsylvania I made this kind of a statement before a body of salesmen and women in one of the large stores. A young woman came to me and said, "Mr. Irwin, I know you are perfectly all right, but I do not believe it is possible for a salesman or woman in the average store, particularly in the smaller, to be able to talk intelligently about their merchandise, or to give a customer the knowledge you talk about, because they have never been through the factory."

I said, "Perhaps your statement is right. I would not attempt to dispute it."

I just let it go like that, waiting for the occasion to present itself to prove my statement. Ten days later, when she had forgotten this incident, I walked into the department in which she was handling leather goods. I had my hat on and acted as a shopper. I walked up to the department, and said, "I want to look at these," and she showed me certain leather articles. I looked at them and said finally, "I am looking for something appropriate to send to a little sister."

The woman suggested this and that and the other, and finally laid down a little handbag, apparently of leather. I said, "What is the price?"

And she said, "That is \$3."

Just to see what she would say, I asked, "Do you mean to tell me you have the nerve to ask \$3 for that handbag?"

She looked at me a moment and said, "You do not know what you are talking about. That is made of the best quality of grain leather, and because of that a woman would get four or five years of service out of that bag. If that is not cheap service, I do not know what is."

I said, "It may be good leather, but the thing is poorly made."

Then she picked it up and showed me how carefully it was sewed and all about the construction.

"I think the metal on that will tarnish."

And she proceeded to tell me it would not.

I said, "That is a pretty poor fastening."

And she demonstrated the fastening.

I said, "All right, but if a woman will take that handbag and go walking down the street with her money and handkerchief and other things in it and the handle breaks, it is gone."

She said, "This handle is fastened on securely. Some bags have tiny rings, but this one has this advantage."

Then she opened the bag and said, "The inside would delight the eye of any woman." She showed me the fittings and all that went inside with it, even the advantage of the small purse.

I said, "Those that I saw were larger than that: this looks small to me."

She replied, "That shows you are not keeping up with the style. It has been a long time since a woman carried those big things."

Just to see if she knew all about her other lines, I examined another one and asked her the same questions. Finally I said to her, "Young lady, I congratulate you on the information you have given me. Have you been through the factory to get all that information?"

"No."

"Where did you get it?"

She laughed and said, "I guess you have me."

Look at the product from the customer's point of view—from the other side of the counter. Look at

the product and see what it will do for the customer. Don't get your merchandise in and put it on the shelf and hide it. Bring it down as soon as you get a new product. If you get a new product in, call your employees and say, "Here is something new. Come and look at it and see what you think of it." Tell them what the salesman who sold it to you told you about it. Be able to talk intelligently about your commodity. You will build up a following, and Mr. Mail Order House is going to have a hard time. Your patrons will say, "I do not know whether or not it is right when I read it in the catalogue, but if I buy from Tom Smith over there it is all right. If it is not alright, Tom will make it right."

Know what you are selling. So far as you can show every individual in your store the selling points of everything that comes in and let them talk intelligently. I am not going to say that is going to bring

Men's patent chrome dancing and dress pump—sizes A to D—5-11. Light, flexible and cool. Made by Hazen B. Goodrich Co., Haverhill, Mass.



100 per cent. success, but it is going approximately in that direction.

A traveller from this country was travelling in some foreign lands, and he tells this little story:

He started out one morning in search of a certain famous place he had heard a good deal about. As he went in search of it, he met a barefoot boy, one of the natives. He said to the boy, "I am trying to get to a certain place. Can you tell me where it is?"

The little boy stopped a minute, then he looked up into the man's face and said, "Sir, I do not know just where it is, but this is the way."

"I do not know just what your problem is, but this is one of the ways of attaining success, "knowing what you are doing and knowing your commodity."

### Information Bureau for Exporters

CANADA is now making an earnest effort to establish an export trade in boots and shoes, and three representatives are in Europe to promote this business. Great Britain, too, is after foreign trade, and the Northhamphshire Chamber of Commerce is taking the most energetic steps to recover the commerce lost through the war and to extend the exports. The methods which are being adopted may give pointers to our own manufacturers.

"Our first line of attack," said Mr. Frier, secretary of the Chamber, "is based upon the valuable K Form information supplied through the Foreign Office and the Board of Trade. The Chamber has been circulating this information to its members in the shape of a code of which they have the key, so that if it fell into the hands of unapproved persons it would be no use to them.

"We have also a service of direct reports obtained through British Chambers of Commerce in foreign countries and in our possession, with an interchange

of information as to the goods required by certain markets and the capacity of our manufacturers to deal with the trade of various countries in a more complete and aggressive manner than would be possible by individual concerns.

"The Chamber has a very efficient overseas information department, which day by day advises members as to the trend of trade and the openings for supplies. We have also organized a very wide awake propaganda scheme, and we are preparing a magnificently printed volume dealing with the industries of the town and country. A sum of \$5,000 is being spent upon this publication alone. The Chamber is issuing a monthly journal, with advertisements in English, French and Spanish, besides articles on our products, and 6,000 copies of each issue are posted to merchants and wholesale buyers throughout the world.

"Further, the Chamber translates the foreign correspondence of its members, and spares no effort to secure that correspondence is conducted in the languages of the respective countries.

"Quotations are supplied in the currency of those countries, and metric weights and measures are used in the quotations. This greatly facilitates business. Our staff is efficient in French, Spanish, and Italian. The Chamber has arranged for a series of visits by consuls and trade commissioners."

### The Navy and Mercantile Marine

THE Navy League of Canada have issued a number of leaflets as part of their educational campaign in matters pertaining to the navy and mercantile marine. The first paper outlines the policy of the Navy League of Canada. The second paper is by Hon. Sir Charles Hibbert Tupper on "What Canada Owes to the British Navy." No. III is by Sir Robert Falconer and deals with "The Heroic War Work of the Merchant Marine. No. IV is by the Hon. Benjamin Russell, entitled "The British Navy and World Freedom," and No. V is by Mr. J. Castell Hopkins, who outlines "The British Navy in History." Other papers will be issued from time to time in the near future and may be secured from the Ontario Division, 34 King St., West, Toronto.

### Getting Back to Normal

MONTREAL retailers say the return of our soldiers and the resumption of social functions are proving of benefit to them. The departure of thousands of men for the front naturally had a considerable effect on the men's trade, and this is now gradually returning to normal. As evidence of the effect on business, the head of a very large Montreal retail firm doing a high class trade stated that he was selling very large numbers of men's shoes, and that the evening slipper trade was booming. The sales of evening footwear was astonishing.

The net value of manufactures in Canada for the year 1917, just published, was \$1,412,686,238; the gross value, including labor costs, etc., was \$3,015,506,869. The boot and shoe production amounted to \$49,170,062 gross and \$22,389,519 net. For leather the figures are \$41,117,128 gross and \$14,492,651 net.





Three lines shown by the Great West Felt Company, Elmira, Ont.

## Retailers Should Seriously Consider Abolishing Credits

**T**HE general tendency in the commercial world today is to get down to a cash basis—a business-like basis—and, in many lines, a good start has been made in this direction. Not long ago Canadian railways announced that shippers must pay cash for service rendered, or furnish bonds to cover the amount involved. And even under the bond, only 96 hours was allowed for cash settlement. Retailers and manufacturers are endeavoring to meet this movement by demanding that the railways make cash settlement promptly for all claims shippers may have against them. Many Canadian manufacturers have been doing business on terms of thirty days' net for some time. Under old conditions the time generally allowed was sixty days. Many retailers also, in different localities, have made the radical change from credit to cash transactions and have nothing but praise for the new system.

Is there any reason, we ask, why every shoe merchant in the Dominion of Canada, should not place his business on a cash basis? These are not normal times. The price of almost every commodity has gone up and retailers must have larger capital behind them if they are to do business at a profit. A retailer who recently made the change says that he has cleaned up a large number of accounts that have been standing for a long time. "Doing business on this plan," he states, "means that I have secured a lot of money I never expected to get. It means that I have the money in hand that I ought to have, and that I need. I can put it right back into the business. It also means that many customers who were avoiding the store because they owed money, are again buying as usual. I have no books to keep and no bad debts, consequently I can give lower prices. My customers are getting just as much benefit as I am."

The customer, as well as the retailer, when once

he has become accustomed to paying cash for his goods will find that the change works out to his benefit and that it is far preferable to running up a long bill which there may, or may not, be the possibility of paying inside of weeks, or even months.

The change from credit to cash can be accomplished in such a way that the customer will see the necessity from the retailer's point of view, as well as the benefit to be derived by the purchaser. One merchant has successfully used the following form of letter:

"During the past four years we have been doing a certain amount of credit business. This was started in a small way and has gradually grown until today there are thousands of dollars owing to us by the people of this city. This has been a very heavy load for us to carry and it is necessary, if we wish to continue in business, to conduct the same on a cash basis. In normal times this might not have been necessary, but a war has been waging and Canada is feeling it. High prices rule now and higher prices are not improbable. It is difficult to obtain money from the banks and credits from the wholesaler. We are told that manufacturers are in a much different position than before the war owing to the greater demand for their goods and the scarcity of raw materials. Consequently we have to pay our bills more promptly.

"In view of this we wish to announce that on and after April 1, 1919, we will conduct our business on a strictly cash basis. Bookkeeping, bad accounts, postage, paper, time and worry, all cost money. And this extra cost is paid for indirectly by the customer. By doing business for cash we hope to eliminate this extra cost and sell you goods for less money.

"We thank you for your business in the past and trust you will see our viewpoint. We ask you to give the plan a fair trial and we are satisfied that you will be pleased and convinced that it is the best way to do business."

The time has surely arrived when Canadian retailers should take a firm stand on this question. Merchants, who have given credit for the past twenty-five years, have changed over to cash and instead of losing business they have increased their sales. Little more proof is needed that the cash basis is successful.

## No Possibility of a Drop in Prices

**A** VERY clear exposition of the price situation of the immediate future is outlined by Mr. Charles A. Blachford of the Blachford Shoe Mfg. Co., Toronto as follows: Prices materials used in manufacture of shoes are firm. For example, during the last month there has been an advance of from five to twelve cents per foot on glace kid skins throughout the entire glace kid market. There has also been an advance amongst several of the calf tanners. These conditions, existing along with the labor problems which will come up during the next two or three months, shorter hours and the increase of prices taking place, will no doubt mean prices just as firm if not a considerable increase. Then we must duly consider the demand there is in Europe for all kinds of raw material. Many of the neutral countries that have not been able to secure their regular supplies owing to embargoes, have now been in the American market paying high prices in order to get raw materials to their country. They have to a large extent cleaned up the market for the present, and now that the British embargoes on shoes has been raised there will be a flock of buyers from the Old Country who will require supplies badly enough to purchase at any will not enable domestic buyers to purchase at any lower figures.

There is a tendency for every one to look for lower prices but they will be disappointed in the showing. Trade merchants who are alive and have been following conditions know just what is going on, but there are many who do not know these conditions thereby making it hard for the manufacturers to secure their Fall placing business, and in many instances the merchant will not purchase their regular supplies thinking there will be a drop and this drop seems impossible to take place for some considerable time.

The style end of the shoe trade is important, but, owing to the lack of supplies, we will, to a large extent, have to continue on the same basis as we have been travelling during the last year, inasmuch as more subdued shades of leather will have to be used. At the same time as conditions ease up no doubt we will in a short time be back to light shades in novelty shoes once more.

## Those Who Pass and Those Who Pause

**I**F there is any doubt in your mind as to whether it pays to spend a little time in making your windows attractive try this test yourself. Station someone outside your window with instructions to count the people who pass your store, and those who pass in front of your window. Then change the trim, making a special effort to produce an interesting display, and try the same plan.

Unless your experience is an exception, you will find that the well-planned, carefully trimmed window will attract a considerably higher percentage than the window jumbled together in a hurry some Monday morning. Care and thought in window trimming always pay.

You may learn some things about color and motion and arrangement from this single test that will help you in every window you trim. But remember this when you look over the tally sheet of people who pass and people who pause: The figures are only an indication of the value of a trim as an effective sales factor. Two windows, for example, might draw equal

crowds, yet one would merely satisfy idle curiosity, while the other would actually sell goods. The important thing to remember is to put sales interest into the trim. The nearer you can bring your message home to the passer-by the more effective is the trim.

Don't forget that the window space is the most valuable part of your store. Make the most of it.

Change your trims often. Keep up with the times.



Do they Pause or do they Pass?

Try to have the most attractive window, not only on your street, but in your whole city. Don't think for a minute that your chance is limited by the size of your window, for it isn't true. Small windows frequently are better trimmed than those which can show a half block of plate glass.

The effectiveness of your window depends solely upon the plan and its execution—and both depend on you.

## Sell Odds and Ends to the Junk Man Rather Than Displease Customers

**T**HE most common cause of odds and ends is the purchase of too many styles in small lots. When you purchase this way you buy far too many small sizes in proportion to the big selling numbers, thus leaving small sizes and narrow widths to dispose of at a loss. Such is the opinion of Mr. M. L. Bridges, speaking at the Texas Shoe Retailers' Convention recently.

Another cause, he said, is not keeping up with just what will be the seller by failing to read trade journals, and visiting conventions where style matters are discussed. A third cause for having discontinued lines is the failure of the manufacturers and railroads to deliver the goods on time. The value of goods decreases in proportion to the delay in their delivery.

Still another cause for accumulation is the changing of buyers. No two buyers have the same ideas. Their tastes and judgments differ, so when a new buyer takes charge he generally throws out all the lines he can and replaces them with others which in his judgment are better sellers. In other words, he junks the greater part of the stock and pushes his own purchases. This you can readily see causes endless loss and quantities of odds and ends.

Every case of influenza is treated differently by the doctor who knows best the symptoms and the conditions of his patients, and so every retailer should know best the condition of his stock, and the constitution of his trade, and he alone can determine the best way to get results.

I can here only mention a few general principles which have given good results.

1. Running a special sale and advertising in an attractive way just what you have to offer. In doing

this, be sure you do not mislead patrons, because if you do you will sooner or later destroy their confidence in your advertisements.

2. Sell to a junk dealer at a small price. This, you say, loses too much, but do you realize that when you advertise and sell bargain shoes to your patrons, you are selling them at a loss, when if you dispose of them to a junk dealer and sell your customer a shoe at a profit, you are about even, and give your customer satisfaction in fit, style and service, where by the special sale plan, you run a risk of jeopardizing one or more of these requirements.

Another and a prime cause of accumulation of odds and ends is competition sales. When a man is handed his sales at the end of a given period, and led to believe that his salary in some degree depends on his results in dollars and cents, it is only natural for him to consummate sales as quickly as possible in order to get another customer. This frequently leads to carelessness in fitting but more especially makes him dispose of the easy sellers. He will not show broken lots for fear of not being able to fit or suit his customer quickly.

Now if quality instead of quantity salesmanship was considered, it would eliminate to a great degree the accumulation of odds and ends, or if that salesman knew it was to his advantage in every way to dispose of the hard sellers they would move out.

Recently a department manager brought to my attention a man who was selling far in excess of others. In a trade paper he had seen by the percentage for selling goods that he was producing sales for a great deal less than mentioned and thought his salary should be raised, whereas a close analysis of his sales would show he had only sold the cream of the stock. Now, to my mind, if that clerk was made to understand just where he failed I think that both he and the store would profit thereby. We are all just a little selfish, and almost always do the thing that is to our own interest, so if a proprietor remembers this he can, by giving a small spiff or p.m., interest everyone on the hard, slow sellers, thereby benefiting both stock and salesman.

A great deal has been said for and against this method, but after all, it gets the results when every-

thing else fails. A great many houses use this method on new high priced goods, and find it profitable, so if this is the case why is it not more important to use it on slow sellers?

In conclusion, I advise you to first go through your stock personally. Select from it all undesirable numbers both slow sellers and broken lots, and put a ten or fifteen cent premium on the sale. After this has been worked as far as you think advisable, put an advertisement in the papers, stating just what you have to offer and be sure to make a reduction worth noticing. Finally, after you have disposed of as many as possible by these two methods, sell the balance to a junk dealer for what you can get for them.

### Returned Men Want English Last

"While agreeing that the army boot is comfortable," said a Montreal retailer selling men's shoes exclusively, "the returned soldier is very anxious to get away from the heavy type of shoe to which he has been so long accustomed. He wants something that is fancy—and our big demand is for the English last. The returned men also want a shoe with a toe cap. They are tired of the plain effect—require something different; they do not want to be reminded, in their footwear, of the old army days. So they demand a shoe that is fashionable, something on the lines of what they wore in their civilian days."

### Grade Work as it Comes in

A repairer should establish a difference in qualities. Not that inferior material should be used, or the work done carelessly, but the high-grade shoes should be sorted out as they come in, and such merchandise turned over to the best workmen. The low-grade shoes can be turned over to the less competent, because the owner of the low-grade shoes will not demand as neat a job as the owner of good shoes, and even the poor workman turns out a good job now and then. By grading the work as it comes in the shop manager will come considerably closer to satisfying all customers.



Sturdy Staple Shoes, made  
by Williams Shoe Limited,  
Brampton



# Toronto Repairers' Third Annual Banquet

Shoemen Make Merry While Demonstrating That  
In Co-operation There Is Strength



**T**HE Toronto Shoe Repairers' Association held their third, and most successful, annual banquet at the Carls-Rite Hotel, on Wednesday, March 5, with a splendid turn-out from the members and a large number of representatives from the

rubber companies and the jobbing and manufacturing houses. It was decided this year that complimentary tickets would be given to all members of the jobbing or manufacturing trades who might care to attend. The result was very gratifying and demonstrated the friendly relations that have been brought about by the Association.

Some of the guests noted were: Mr. Allen, of C. Parsons & Sons, Toronto; Messrs. Lacey and Lawther, of the Anglo-Canadian Leather Co; Beal and Hudson, of Beal Bros., Toronto; Bert Tilley, of Chas.



Mr. J. W. Hendry, President

Tilley & Son; Hanson and Naylor, of the United Shoe Machinery Co., Toronto; Mr. A. Moore, Beardmore & Co., Toronto; Messrs. Puncher and McCallum, of the Breithaupt Leather Co., Kitchener; Stockton and Wiman, of C. S. Hyman & Co., London; Mr. Wallace, of P. B. Wallace & Son, Toronto; Mr. King, of Jas. King, Toronto; Messrs. Stewart, Harris, Williams and Johnston, of the Goodyear Rubber Co., Mathers, Herriott, Shaw, Page and Sharpe, of the Gutta Percha and Rubber Limited; Mahaffy, Jeffrey and Wilson, of the I.T.S. Rubber Heel Co.; Thompson, Rogerson & Thompson of the Dunlop Rubber Co.; Mr. A. R. Wil-

ton, Secretary of the Hamilton Association, Mr. Legg, of St. Catharines and Mr. Chambers, of the Kilgour Chambers Co. The total attendance was about one hundred and fifty.

The entertainer for the evening was Mr. Jules Brazil, who made things lively by leading the gathering in singing old and new songs. Printed song sheets had been distributed and the vocal effort was at times most wonderful and fearful—especially when the members on one half of the room sang one tune and others sang another different tune. Jules said it was "bee-eautiful" and he ought to know. The Siamese national anthem "Ova tannas Siam" was rendered as though everybody really meant it, but some of the banquetters got horribly twisted singing "The saucy, soft, short shirts for soldiers sister Susie sews." Arthur Butterworth, the treasurer, was one of these, but that was no doubt due to the fact that this year he did not wear his dress suit. One member, who stumbled and fell in the middle of this song, said he was going to take it home and try it over on the Goodyear stitchee. The competition between the rubber companies, who each took a turn at singing "Mother Machree" was very good indeed. There is a high note in that song that the rubber men, even with their stretching qualities, found it very difficult to reach.

The singing took place between the courses of the dinner, which was very complete and satisfying. Following is the menu provided by Mine Host Wright:

## TORONTO SHOE REPAIRERS ASSOCIATION THIRD ANNUAL DINNER

HOTEL CARLS-RITE

Wednesday, March 5th, 1919

### Menu

Tomato Gumbo  
Chilled Celery Queen Olives Pearl Onions  
Fillet of Sea Bass, Saute Meuniere, Pommes Victoria  
Roast Gosling, Sage Dressing, Apple Fritters  
New England Baked Potatoes Golden Wax Beans  
Chicken Salad  
Individual Souffle Pudding  
Assorted French Pastry Neapolitan Ice Cream  
Compote of Canadian Fruit  
Fromage Royale Toasted Saltines  
Cafe Noir

Following the coffee and cigars the president, Mr. J. W. Hendry, spoke briefly, outlining the activities of the Association during the past year and some of their plans for the future. He emphasized the necessity of education along the lines of better business methods and, in this connection, stated that Gutta Percha ana

Rubber Limited, had offered to co-operate with the members in explaining and arranging for them an accounting system suitable for their needs. A representative from the company will go into the matter fully in a series of talks to be given at the regular fortnightly meetings of the Association.

Following the president, Mr. James Acton spoke at some length and in a most interesting strain of the



Mr. Walter Burnill, Vice-president

evolution of the shoe industry. The repair end of the industry has made wonderful strides from the slow and laborious hand methods of former days to the efficient economical and rapid machinery of the present time. Mr. Acton's serious remarks were sandwiched with touches of humor, into which he introduced a few local hits, his reference to the ease with which Mr. Walter Burnill slipped past St. Peter at the Golden Gate being highly amusing. We have no doubt that when the time comes for Mr. Burnill to make his application for passage through that heavenly portal—which we earnestly hope will be many, many years in the future—he will find his reception, in fact, quite as cordial and spontaneous as Mr. Acton pictured it in fiction.

#### The Wholesale Trade

Mr. Walter Burnill, vice-president of the Association, proposed the toast "The Wholesale Trade." He brought out, in the course of a very interesting talk, the value of the human element in business. The T. Eaton Company of Toronto had shown us that, in their recognition of this element, they not alone secured better co-operation from their associates, but also secured for themselves some highly effective advertising. Mr. Burnill referred to the co-operation they had received from the various manufacturing companies and instanced the trip to Acton last summer provided by the Beardmore Company, which gave the members an opportunity of inspecting one of the largest sole leather tanneries in the world. The speaker referred at some length to the work of his association during the past year and the various discussions at their semi-monthly meetings. Mr. Burnill certainly demonstrated to his hearers that the repairers association has some splendid ideas and is not only working along

right lines but is also getting fine results. May the work go on!

The president then called upon a number of the members of the manufacturing trades to speak and brief, interesting addresses were delivered by the following: Messrs. Moore, of Beardmore & Company; Lawther, Anglo-Canadian Leather Company; Puncher, Breithaupt Leather Company; Stockton, of C. S. Hyman & Company; Thompson, of the Dunlop Rubber Company; Wallace of P. B. Wallace & Son, Toronto; Allen, of C. Parsons & Son, Toronto; Mather, of Gutta Percha and Rubber Limited; Harris of Good-year Rubber Company; Mahaffy, of the I.T.S. Rubber Heel Company and a representative of the F. F. Dalley Corporation, Hamilton.

Mr. Moore, sales manager for Beardmore & Company, gave a short review of the production and export situation during the past year and briefly touched upon some of the problems of the tanning industry. His talk was one of the most interesting of the evening, furnishing, as it did, further proof of the close relationship that exists between the various elements in the footwear trade.

#### The Trade Press

The toast, "The Trade Press," was proposed by Mr. C. Robertson, who impressed upon the members the benefit they might derive by close attention to the trade papers. They had often approached repairer's associations in other cities on different matters and were surprised at times to hear: "Yes, we know all about that—it was in the trade papers." This clearly indicated the value of the press, not alone in spreading interesting association news, but also in passing along pointers that might be found helpful in the shop. This toast was responded to briefly by Mr. Walter Carr



Mr. S. Burnett, Financial Secretary

who spoke along the line of closer operation between the various elements in the trade. Mr. Carr instanced the conditions in the electrical merchandising industry, which was fairly analogous to the footwear trade, and explained how the retailing of appliances had been stimulated by the assistance of the manufacturers and jobbers. In that industry it was felt that the men directly responsible for getting appliances into the

hands of the ultimate consumer were not trained merchandisers and, to remedy this condition, electrical manufacturers and jobbers had undertaken to teach the dealer how to handle his business. One method had been to place at the disposal of dealers and experienced merchandiser, to advise and consult with them individually. The result was that there had been a phenomenal increase in the total amount of business done. It had been done at a reasonable profit, and the public had become favorably impressed with the stability of the electrical industry.

These remarks were merely offered, the speaker said, in case the repairers may find something of value in them to fit their own needs. The repair business had also changed greatly in recent years, more particularly in that the sale of "findings" was now recognized as a legitimate and considerable part of the repairer's business. It may be that the methods of merchandising might be improved and that the increase in volume of business resulting would prove just as satisfactory as in the other industry.

#### Visiting Associations

Mr. Wilton, secretary of the Hamilton Shoe Repairers' Association was a visitor and also Mr. Legg, of the St. Catharines Association. Both of these gentlemen spoke briefly and told of good progress being made in their respective cities.

A feature of the evening was the presentation to President Hendry of a gold watch fob bearing the crest of the association. The presentation was made by Mr. Hayward past-president of the association, who voiced the opinion of the members in a few words of appreciation of the splendid work of Mr. Hendry as an officer of the Association. Mr. Hendry made a suitable reply.

#### The "Why" of the Missing Portrait

On the occasions of the two previous banquets, the Association had on hand a photographer to "shoot"



Mr. A. Butterworth, Treasurer

the group so that each member could have a little souvenir of the evening to paste in the family album. This year the photographer was missing. We requested an explanation from Mr. Arthur Butterworth and he explained that the photographer was a very objec-

tionable and mussy person, who only filled the atmosphere with a loud "bang" and a superfluity of smoke and accomplished no real good. Now we ask you, man to man, could anybody make as much noise and as much smoke as a gathering of shoe repairers? The "nays" have it. But anyway, there is no portrait this year with which to decorate the mantelpiece.

#### Success to the Association

"Success to the Toronto Shoe Repairers' Association" was proposed by Mr. F. B. Utley and responded to by Mr. S. Burnett, financial secretary of the Assoc-



Mr. T. McGuffin, Recording Secretary

iation, who also outlined at some length the useful work accomplished by the Association and the larger part they were endeavoring to take in the Toronto industry.

Following a toast "The Conclusion of the War" and the singing of the National Anthem, the gathering broke up about one o'clock in the morning with the opinion generally expressed that the third annual banquet eclipsed the previous two. As the treasurer remarked during the course of the evening, "We learn by experience," and, if this is the case, we may hope for an even greater fourth banquet, although this would be hard to imagine.

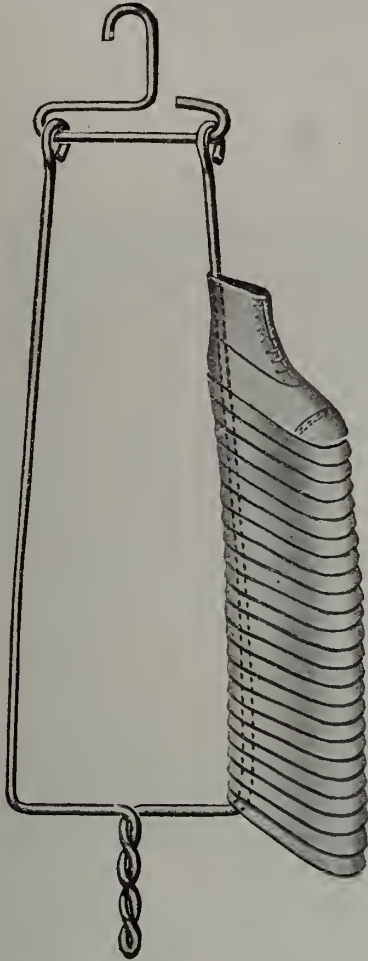
#### Practical Pointers for Repairmen

**S**OME repair men spoil a sewed shoe before it leaves the shop by hammering it too hard after sewing. Just to prove this to yourself lay a piece of thread on an iron last and hit it with a hammer and see the result. The same thing happens to a welt shoe after sewing, especially to the inner seam which does not have much wax on and is dry and brittle. A heavy blow is bound to break a few strands of the thread. Later the welt will part from the sole and you will have a dissatisfied customer.

Shoe repair men, as a rule, do not pay enough attention to the welt or innerseam. After taking off the old sole, put in a few stitches with a wax end where the seam is loose. It will save you trouble later on, for if not fastened it will break away and the customer will blame you for it. In a way it would be your fault for not fixing it when you should.

### New Upper Hanger

The S.M. Supplies Co. Boston, have a very interesting device for factory stitching rooms known as French's upper hanger. In use, this equipment pre-



vents the uppers from being soiled and mixed. It stands upright on the bench and the uppers are strung on the standards. When filled, the device is simply hung on a rod in readiness for the next operation. It is made with two and four arms.

### Bolsheviki Propaganda

**A** DISPATCH from Washington, dated March 6, appeared in the Toronto papers and caused quite a little comment in shoe circles. It bore the sensational heading "All Shoe Factories to Close Throughout the United States," and read as follows: "Seventy thousand Swedish shoe workers will be thrown out of employment April 15 by suspension of operations in all shoe factories of the country. Dispatches to the state department to-day said that the manufacturers had decided to close their plants because of over-production during the war and unsound speculation since the cessation of hostilities."

The item was so ridiculous that to most retailers and other members of the trade it was taken with very little seriousness, but, nevertheless, there was some talk because nobody knew what it all meant. We, therefore, immediately communicated with Mr. Thomas Anderson, secretary of the New England Shoe and Leather Association, who states that he has not heard of any such likely action on the part of any group of United States shoe manufacturers. Even

supposing all the shoe factories did shut down, why would it be only "Swedish" workers that would be affected? There has been a shoemakers' strike on in Brooklyn, but the number of men involved is nothing like 75,000. Mr. Anderson says it has the earmarks of Bolsheviki propaganda and, while the falsity of such items is quite apparent, they often do a good deal of mischief among those who are not aware of the real facts.

### Dr. Scholl in London

**O**N February 8th Dr. Scholl, founder and president of The Scholl Mfg. Co. sailed on the Adriatic for London, where he expects to remain several weeks visiting his brother, Frank Scholl, head of The Scholl Mfg. Co., Ltd., of London. Dr. Scholl has been contemplating such a trip for some time, but owing to the war and the restrictions placed on travelling, his trip has been delayed until the present.

The Scholl Mfg. Co., Ltd., of London, has made a wonderful growth even during the war period, and in order to meet the changed conditions, installed, under adverse conditions, a complete manufacturing plant. In the early days of the war the great prevalence of foot trouble was quickly demonstrated by English army surgeons, and, as a result, thousands of soldiers were provided with Dr. Scholl's Foot Comfort Appliances, which permitted them to remain in the service, while without this assistance they would have been rejected for service. It is the Doctor's intention to put the factory in a highly efficient state of



Dr. Wm. A. Scholl

production and to assist in developing the business by inaugurating many of the co-operative selling plans which he now so effectively uses in the United States. Although he expects to be extremely busy, the change of scenery and environment will give him a much needed rest. Before returning home, it is his intention to visit the continent, and, if possible, view some of the scenes where the world's greatest struggle was fought.

The death occurred recently of E. Brown, chief accountant of the Leckie Company, Vancouver. He had been with the company for thirteen years.

### "Shynezy" Polishing Chair

The Canadian Shoe Findings Novelty Company, Toronto, have been appointed agents for the sale of the "Shynezy" chair, which, as the name implies, is designed to render the rather irksome task of shoe-cleaning more easy. It is an ordinary chair in appearance, but in the seat is contained a complete shoe-shining equipment, accessible when the seat is lifted.



It is made in oak and white enamel and is very attractive.

Mr. Lester Levy, son of Mr. A. Levy, shoe retailer, is manager of the Canadian Shoe Findings Novelty Company, and is now back on the job after an absence of some little time with the Royal Air Force. They handle shoe findings of all kinds for retail shoe stores.

### Montreal Trade

**T**HE Montreal shoe manufacturers are busy—some are very busy, with orders which will keep the factories going for five or six months.

Those making men's goods are benefiting from the return of our soldiers who are now requiring civilian footwear. The United Shoe Machinery Co. of Canada report that the company is working overtime—a pretty sure indication of the general condition of the trade—and the United Last Co. state that they are running at capacity.

There is indeed a general feeling of optimism as to the current year's shoe business. The two drawbacks are the shortage of skilled help and the difficulty of securing adequate supplies of raw materials. There is an undeniable scarcity of certain leathers, due to the

impossibility of getting skins. Prices will not come down—on this point tanners, leather merchants, and shoe manufacturers are most emphatic. There is no relief in sight as to cheaper raw materials, and until then prices of shoes will remain at their present level. Manufacturers state that retailers who are hoping to buy more cheaply will find that they are mistaken, and those who may cancel may find that it will cost more if they re-order and that it will be impossible to obtain prompt shipment of such re-ordered goods.

### National Shoe Findings Company Appoint Canadian Agents

The International Supply Company of Montreal and Kitchener have made arrangements with the National Shoe Findings Company, of Lynn, Mass., to handle their extensive line of shoe goods throughout the Dominion. The National Shoe Findings Co. have been doing a large export business for a number of years and their trade-marked merchandise is widely known for its high standard qualities of excellence and uniformity. They enjoy an excellent Canadian business and their trade will be pleased to learn that the Canadian connection has been made, assuring their clients of more prompt service. A stock will be carried by the International Supply Company of the National Shoe Findings lines at both their Canadian offices ready for immediate shipment.



Mr. Emile Larose, who has been appointed sales manager of the Columbus Rubber Co., Montreal. He was formerly with the Canadian Footwear Co., Ltd., Montreal.

### Have Entered Canadian Field

Henwood and Nowak, leather merchants, Boston, Mass., have recently entered the Canadian market and plan to cover the territory regularly. They manufacture a well-recognized and excellent line of glazed kid in both black and the leading colors and have devoted much time and thought in the development of a line which would be acceptable to Canadian makers. Mr. Frank Seigrist, who is now in Canada, is the company's representative.



## Champion Representative Weds

**W**E are pleased to announce in this issue the coming marriage of Mr. W. A. Coles, Canadian representative for the Champion Shoe Machinery Company, St. Louis, Mo., to Miss Mary Jessica Smith, daughter of Dr. and Mrs. R. A. Guy Smith, Westmount, Que. The event will take place on April 3rd and after a honeymoon at Atlantic City and New York, Mr. and Mrs. Coles will reside at 373 Melrose Avenue, Westmount, Montreal.

Mr. Coles has been connected with the Champion



Mr. W. A. Coles

Shoe Machinery Co. for over six years, and before coming to Canada was with the Boston office of the company. He has reported some very interesting sales of Champion Machinery during the recent past, several of which are noted elsewhere in this issue. As a matter of fact he says that selling the Champion line is much easier than selecting the furniture for his new home. We join with many friends in extending to Mr. Cole and his fiancée sincere wishes for their happiness and prosperity.

## Cotton Thread as a Substitute for Linen

By Mr. A. G. Mooney

**U**NDER the stress of war, it was impossible to secure supplies of certain commodities which were formerly looked upon as indispensable.

Resource was perforce made to substitutes, which have often been found to be of great value—in some cases better than the original article. In the shoe trade, we may cite the use of cotton threads as an example of a substitute which has proved very satisfactory. Before the war shoe manufacturers thought it impossible to use cotton for turns, stitching, welting McKays, etc. They absolutely declined to try it, but as the supply of linen gave out manufacturers were compelled, against their will and with many misgivings, to use cotton.

What was the result? To their astonishment, it was found that cotton, in many cases, answered the purpose. One instance may be cited. In the turn shoe the great elasticity of good Sea Island cotton has off-

set the strength generally associated with the article previously used. In the lock made by the stitcher it has also been recognized as almost imperative to have the top thread at least made of cotton, on account of the friction of the two threads which, if both are made of a material which has no stretch, will cut each other. This was recognized long before the war by the leading shoe manufacturers in the United States, where the combination on the stitcher was always linen in the shuttle and cotton for top-thread.

It may be stated with confidence that for McKays' Goodyear stitching and welting, and turns cotton has more than held its own during the last four years. It is cheaper, and in tan shoes especially looks well. In the machines it works perfectly. As to wearing qualities, experience has shown that it is very durable.

We have now had an experience which proves that the substitute is at any rate equal to the article formerly regarded as indispensable. As a test of its value, manufacturers who have used cotton may fairly ask themselves "How many pairs of shoes were returned or how many complaints came in on account of the seam ripping in the sole?" Certainly not more than the small average of pre-war days—and the saving by using cotton is not to be lightly disregarded in these times when economy of production counts for so much.

## Promotion for Mr. Fallen

Mr. W. G. Fallen, for the past six years western traveller for Getty & Scott, Limited, Galt, Ont., has been appointed sales and advertising manager. He will also look after the style selections for the firm. Mr. Fallen started in the shoe business as a salesman



Mr. W. G. Fallen

with Mr. Mark Mundy of Galt and established a reputation as a window-dresser. Later, or about fourteen years ago, he went on the road for Getty & Scott, with whom he has been associated ever since. Many friends in the trade join in wishing him every success and prosperity.

The Champion Shoe Machinery Company have placed a repeat order with the Palmer McLellan Company, Fredericton, N. B., for a factory clincher nailer.

### A Handsome Calendar

The Breithaupt Leather Company, Kitchener, have distributed a very handsome calendar which is a reproduction of a painting entitled "The Warning Shadows." The subject is taken from the early pioneer days and shows two travellers, in picturesque garb, on horseback, seeking shelter in the lee of a cliff when the shadows of a roving band of Redskins are seen outlined on the opposite side of the canyon. Some very artistic calendars have been sent out this year and the Breithaupt selection is one of the best.

### Scholl Educational Work

**T**HE educational department of the Scholl Mfg. Co. has been busily engaged in filling dates in and about Detroit during the past month. Dr. L. R. Thompson and Dr. W.A. Hill, both associated with Dr. Wm. M. Scholl, the famous foot authority, have appeared before various organizations in that city. Both of the lecturers use a stereoptican machine with over 100 colored slides, as well as moving pictures, to illustrate their subject "The Care of the Feet."

Among the many groups of business and social organizations who had the pleasure of hearing one of these Scholl experts were the Detroit Shoe Retailers' Association, Detroit Employment Managers Club, the Rotary Club, the Exchange Club and the Kiawanas

Club. Special lectures were given before the Oakman Boulevard officials of the Railway Brotherhood in one of their private cars, and to the members of the Woodward Ave. Presbyterian Church. Several lectures were given to the public in the store auditoriums of J. L. Hudson & Co. and Crowley-Milner & Co., while the Y. M. C. A. had Dr. L. R. Thompson occupy one evening of a campaign week devoted to improving local health conditions. Scholl dealers in every city where these lectures have been given say they have profited greatly as a result.

### In Canada April 10

Mr. Arthur L. Kingman, who travels Canada in the interests of the Wiley-Bickford-Sweet Company of Worcester, Mass., and Hartford, Conn., is expected in Toronto on his regular spring trip about the 10th of April, and will work the Canadian territory from Toronto to Montreal, where he enjoys acquaintances of the leading shoe retail and wholesale shoe merchants in nearly all the larger cities and towns. Mr. Kingman will have a few new novelties to offer in felt warm goods in all the taking colors and effects. This firm have built up an excellent clientele in Canada, their variety of felt slippers, spats, machine and hand crocheted slippers, lambs' wool and quilted satin soles, puttees, leggings, etc., being very extensive and up to the minute.

## FOOTWEAR FINDINGS

### Happenings in the Shoe and Leather Trade

Charles Levinson, a Hamilton man, who has been in the wholesale and retail shoe business in New York and Toronto, is opening up a shoe store in Hamilton, to be called the Fit-Rite Store. This will be at 26 King West. Mr. Levinson will still carry on his wholesale business, having the sole agency for a few leading Boston, New York and Rochester manufacturers.

The death of George E. Jackson occurred recently at Egmondville, Ont., where he had resided for fifty-seven years. He had carried on a general store business and for some time was engaged in the manufacture of leather. He is survived by one daughter and six sons—Robert E. being with the C. S. Hyman Leather Company, of London.

H. Frechette, in charge of sales of the jobbing department of the W. A. Marsh Co. Ltd., Quebec, has returned to Montreal, and has taken over the sales department of the Canadian Footwear Company, Ltd.

The marriage took place on February 26 of J. Pierre Vinet, Montreal, to Miss Regina Laflamme, at Notre Dame de Grace Church, Hull, Que. Mr. Vinet is a well-known shoe retailer on St. Lawrence Boulevard.

Waterbury and Rising St. John, N.B., have secured the agency in the Maritime Provinces for the lines of the Ideal Baby Shoe Company.

The Liberty Shoe Co. Ltd., Montreal, has been incorporated with a capital of \$25,000 to manufacture boots and shoes and rubbers, and to carry on a retail or wholesale business. Mr. F. X. Chatelle, shoe manufacturer, is interested.

The death occurred in London, England, on February 23, of Eldon Bradford Keith, the eldest son of Geo. E. Keith, of the George E. Keith Company, Campello, Mass. He had

gone abroad as a member of the Federal Commission to investigate labor conditions overseas and was taken ill with influenza on February 21. This developed into pneumonia which proved fatal two days later. The sympathy of many friends is extended to Mr. Keith.

A bill before the United States House proposes a tax on all United States capital invested in Canadian enterprises.

Mr. Justice Allard, in the Superior Court, Montreal, has decided that the Tetrault Shoe Manufacturing Co., Ltd., Montreal, were justified in cancelling a yearly contract, with a workman who was engaged as inspector of shoes. The plaintiff, who sued for \$330 damages, was away several weeks, owing to illness, and the company filled his position. They offered him, however, another position. This position he occupied for one day and then left. The judge held that the company's work necessitated the filling of the position, and that the plaintiff consented to the cancellation of the contract.

The Florian Block, on Charlotte Street, Sydney, N.S., has been purchased by Dr. J. K. Redden, surgeon chiropodist of the firm of A. W. Redden & Son, Halifax. Mr. Redden will associate himself with L. H. Publicover, late manager of the Hub Shoe Store, and for the past few months with the Redden firm, and will open a high-grade shoe store in the new premises which are to be remodelled to meet the requirements of a thoroughly up-to-date establishment. The opening will take place about September 1st.

H. Manuel, who recently opened a repair shop on Davie Street, Vancouver, has returned to his old stand in Calgary.

S. B. Livingston, superintendent of No. 2 factory of the Tetrault Shoe Manufacturing Co. Ltd., Maisonneuve, was

presented with a gold watch on resigning to become superintendent and buyer for the Perth Shoe Co., Perth, Ont. This position was vacant owing to Mr. Charles Albee being appointed superintendent of the Minister, Myles Shoe Co., Toronto. Mr. Livingston is succeeded at Maisonneuve by Mr. J. Marceau, superintendent of No. 2 factory of Ames-Holden-McCready, Ltd., Montreal. A presentation of an Edison talking machine was made to Mr. Marceau on his leaving for the Tetrault factory. The position of superintendent of Ames-Holden-McCready's factory has been filled by the appointment of Mr. John Deegan, formerly with the Wayland Shoe Co., and latterly in charge of the making room of Ames-Holden-McCready.

It is proposed by F. E. Partridge, et al, to erect a rubber footwear factory in Guelph, which will employ 500 people. Mr. Partridge has applied for certain concessions from

student of astronomy and had many original theories on the formation of stars.

The boot and shoe section of the Ottawa Retail Merchants' Association have passed a recommendation that all shoe stores should close on Saturday afternoons during July and August.

The Boot and Shoe Workers' Union has inaugurated a welcome league in Toronto for returned soldiers.

An addition is being made to the factory of La Parisienne Shoe Company, 614 LaSalle Avenue, Montreal.

In opening his new Hamilton store Mr. Charles Levinson advertised that he would give to the first five customers entering the store and making a purchase of shoes, an extra pair free of charge.

Mr. Clarke, formerly with Ames-Holden-McCready, Montreal, has been appointed western traveller for the Perth Shoe Company, succeeding N. J. Collins.

W. Young has joined the sales staff of Getty & Scott, Limited, Galt, Ont. He was formerly with Blachford, Davies & Company, Toronto.

Rudolphe Gratton has been appointed representative for James Robinson, Montreal, in Ottawa and district. He was formerly with the Columbus Rubber Company and A. W. Ault.

Milton Cumming, boot and shoe dealer, Preston, Ont., has sold out to Joseph Dawson.

Preparatory to going out on the road for the placing trip, on March 3, conventions of the salesmen of the Dominion Rubber System were held during the last week in February. These conventions were of the Ontario, Quebec and Maritime divisions, and were held at Toronto, Montreal and St. John, N.B.

The Eagle Shoe Co., Montreal, now occupy the new addition to their factory, thus enabling the production to be doubled.

Lieut. Howard C. Blachford, of H. & C. Blachford, shoe retailers, Toronto, is at present in England, and expects to be home in the near future. He has been connected with the R. A. F. in Egypt.

W. G. Berscht for ten years with McLaren & Dallas, wholesale shoes, Toronto, has resigned to take a position with a clothing firm in Guelph.

E. E. Yates, of Milton, Ont., has sold out to Mr. Hume. Mr. Yates had been in business in Milton for twelve years.

N. J. Collins has been appointed sales manager for the Blachford-Davis Shoe Company, Toronto. Geo. Swallow will be assistant manager.

Dan McTavish has been appointed buyer and manager for the shoe department of the Christie-Grant Company, Winnipeg. He was formerly western traveller for the Adanac Shoe Company.

F. H. Meinzer, sales manager for the Miner Rubber Company, is spending a short holiday in California.

Mr. Mahaffy, formerly with Gutta Percha and Rubber, Limited, has joined the selling staff of the I.T.S. Rubber Heel Company.

M A Jacques, of J. H. Jacques & Fils, Limited, shoe and leather merchants, Quebec, Que., is spending a four months' holiday in Florida, accompanied by his wife and two daughters.

Charles H. Albee, formerly superintendent of the Perth Shoe Company's factory, has been appointed factory manager for the Minister Myles Company, Toronto. He has been in the shoe business for over twenty-five years, serving his apprenticeship in several factories in the United States. Several years ago he came to Canada and was with Ames-



Splendid new premises of the White Shoe Company, 9 Wellington St. West, Toronto. There are four floors and basement, giving them much better facilities for taking care of their rapidly expanding business. This building was designed to provide efficient lighting for display purposes and for more efficient shipping facilities. It is very centrally located, close to all hotels and the Union Station.

the city, among which are included: Exemption from taxation for fifteen years and a loan of \$50,000 for fifteen years. The factory would cost approximately \$250,000

An experiment is being made in France on tanning rabbit skins for use in the uppers of shoes.

The death occurred recently of George G. Pursey, 137 Helendale Avenue, North Toronto, at the age of eighty-eight years. Although a shoemaker by trade he was a keen

Holden-McCready for a time. He was a recent visitor to Montreal.

M. Drummond, representing the New Castle Leather Company, was a recent visitor in Toronto.

The Canadian Shoe Findings & Novelty Company, Toronto, have appointed R. Foster, of Hamilton, their agent in that city.

D. Murry has purchased the repair shop of H. A. Finch, Robson Street, Vancouver. Mr. Finch is opening a shop in Langley Prairie.

J. L. Sketer, Hamilton, Ont., dealer in boots and shoes and men's furnishings, has sold out to H. Carr.

John Caffery, boot and shoe retailer, Hamilton, died recently.

Major J. A. Scott, Quebec, was a recent visitor to Montreal.

L. J. Breithaupt, senr., of the Breithaupt Leather Co., Ltd., Kitchener, Ont., was recently on a business trip to Montreal.

Fred Sutherland, shoe retailer, St. Thomas, Ont., was a recent visitor to the trade in Toronto.

Geo. McVicar, who conducts a shoe retail store in Godrich, was in Toronto a few days ago.

Harvey Valentine, representing Beardmore & Company, leather manufacturers, sailed on February 18th, on the S. S. Baltic, for Europe, to take charge of the company's exhibit at the Lyons Fair in Lyons, France. Mr. Valctine is a fluent linguist, speaking seven different languages, and before returning will visit the company's various European customers.

C. Cully, shoe repairer, Robson Street, Vancouver, has sold out to B. Cristiano, who was for several years with the 20th Century Repairing Company.

W. M. Angus, formerly manager for Ames-Holden-McCready at St. John, N.B., has been appointed local manager in Montreal. On the occasion of his leaving the St. John office the employees united in presenting him with a handsome travelling bag as a token of their esteem. He is succeeded in St. John by Stuart C. Mitchell, who has been with the company eighteen years.

Ed. Mullarkey, superintendent of Daoust, Lalonde & Co., Ltd., Montreal, has rejoined the staff of the W. A. Marsh Co., Ltd., Quebec, as general manager.

The following have been appointed members of the Hides & Skins Committee of the Montreal Chambre de Commerce:—Messrs. Jos. Daoust, Alfred Lambert, A. Corbeil, Wilfrid Delorme, Paul Joubert, J. I. Chouinard, A. Tetrault, L. E. Gauthier.

C. J. Didemus, shoe retailer, Niagara Falls, Ont., has sold out to E. Lefler.

The death occurred recently of James C. Soutar, Superintendent of the Blachford Shoe Manufacturing Company,

Toronto. Mr. Soutar had gone to Auburn, Maine, to visit his family and while there was taken ill with appendicitis.

Dainty & Merrick, 16 James Street, St. Catharines, Ont., have installed a Champion combination clincher-sluggger.

The United Shoe Machinery Corporation, Boston, Mass., are distributing, with their compliments re-printed copies of the United States Federal Revenue Act for 1919.

J. A. Wilson & Company, Farnham, Ont., have installed a Champion repair outfit, consisting of an Ideal stitcher and a F-50 finisher. Mr. Wilson says that he does not see how he managed to get along without a modern outfit for as long as he has.

Fire on the night of March 6 caused considerable damage to the Owl Shoe Store, corner Bay and King Streets, Toronto, of which Ed. Cook is proprietor. The cause is supposed to have been an overheated furnace. The damage to the stock of the Owl Shoe Store is estimated at about \$5,000 which is fully covered by insurance.

T. M. Carpino, shoe repairer, Sudbury, Ont., recently installed a Champion "Special" F-50 finisher and combination clincher-sluggger. This new machinery, in addition to his Champion Universal stitcher and numerous other machines, makes this shop the largest and most complete in Sudbury.

Sobba Brothers, operating the Boston Shoe Store, 252 Yonge Street, Toronto, are opening a store at 123 Yonge Street under the name of the Manhattan Shoe Store. The front of the store is being remodelled but will be ready for occupation in a short time.

The Gendron Penetang Shoepack Company, Penetang, Ont., recently installed an electric elevator in their factory, a sole cutter, a Peerless skiver, a Champion Universal stitcher and a special 30 foot finisher, together with some other small machinery.

A Weseloh, of Kitchener, who conducted a retail business in boots and shoes and clothing, died a few days ago.

W. J. Sharp, foreman of the making room of Ames, Holden McCready, Ltd., Montreal, has been appointed to a similar position in the No. 2 factory of the Tetrault Shoe Manufacturing Co., Maisonneuve.

Jos. Treboutat, who conducts the Champion Shoe Repair Shop at Timmins, Ont., has recently installed a Champion string nailer.

Joseph Daigle, 124 Durham Street, Sudbury, Ont., has installed a new model Champion Universal Curved Needle Stitcher, equipped with electric heat.

John Affleck, of the Yale Shoe Store, Winnipeg, was recently in Montreal on a buying trip.

L. A. Campbell, has been appointed representative for Eastern Ontario of Geo. A. Slater, Ltd., Maisonneuve.

La Parisienne Shoe Co., Maisonneuve, have let a contract for an addition to their factory, which will double their capacity. The addition will have a frontage on LaSalle Avenue and will cover an area of 75 x 45 ft. It will be of four stories, brick construction, with a concrete foundation.

M. A. Desmond, of the Newcastle Leather Co., Montreal, has just visited the principal shoe factories in Ontario and has also taken a trip to Quebec.

Harry M. Dukelow, manager of the Slater Shoe Store, Sparks street, Ottawa, for the past 14 years, died recently after a brief illness. The late Mr. Dukelow was well known in the city and was held in very high esteem by local business men.

S. Arthur Bell, who spent his apprenticeship in the shoe business with W. H. Stewart, of Montreal, later joining the sales staff of Geo. A. Slater, Limited, for which firm he covered Western Canada for four years, and who for nearly five

### **Free Service to Returned Soldiers**

Returned soldiers, who have had experience in shoe retailing or manufacturing, and who are anxious to locate themselves satisfactorily, are invited to send to Footwear in Canada their names and particulars of their experience. We shall be glad to help them get "back to business" by passing along their requirements to our readers—free of charge.



# ROBSON'S COLORED SIDES

TAN  
MAHOGANY  
ROYAL PURPLE

Featuring the leather and the shades that enable manufacturers to put the greatest measure of QUALITY and ATTRACTIVENESS into their footwear, that dealers and wearers may get the greatest VALUE out of it

**The Robson Leather Company, Limited**  
Montreal                      OSHAWA, ONT.                      Quebec

### Admiral Jellicoe's Message

The primary cause of the shameful surrender of the German Fleet was the loss of morale on the part of the personnel. This was brought about by the strangling effect of sea power on sea communications and the knowledge gained at Jutland that this power was irresistible. The significance of this to an Empire which is absolutely dependent on sea power for its communications is obvious. The lesson to the Empire is that we should never allow our sea power to be called into question. It is our life blood.

(Sgd.) Jellicoe.

years has been representing the Blachford Shoe Manufacturing Co. in Eastern Ontario and Quebec, will this season be showing the Blachford line in Manitoba and Saskatchewan. Stewart J. Anderson, of Kingston, who received his early training with the Midland Shoe Co., and who has represented Getty & Scott, Limited, in Toronto and Northern Ontario for the past six years, will handle the Blachford line in Eastern Ontario and Quebec. In British Columbia and Alberta, Blachford shoes will be shown by T. E. Bennett, a Toronto boy who has spent considerable of his life in the shoe business in the West. In 1910 he went with Johnston's Big Shoe House, of Vancouver, later joining the staff of the Hudson's Bay Co., Vancouver, where he remained for a couple of years, after which he represented Jas. Muir Co., and the Adanac Footwear Co.

A meeting of the Shoe Manufacturers' Association of Ontario was held in Toronto on Friday, February 28th, and a committee was appointed to confer with labor representatives on the demand for shorter hours. Manufacturers are, just now, striving to keep down production costs and the matter is, therefore, of vital consideration.

R. J. Hanna, who for a number of years has conducted a shoe store at the corner of Spadina and Oxford, Toronto, sold out recently and is now handling the city trade of F. J. Weston & Son.

Hon. E. J. Davis, of the Davis Leather Company, Newmarket, is spending a holiday in California.

J. Abernethy is handling the lines of the Perth Shoe Company from Port Arthur to the Coast.

James S. Fraser and J. R. and D. K. Grieve, of Pembroke,

Ont., have joined forces in a new firm to be known as Fraser, Grieve and Company, taking over the business carried on by Mr. Fraser. Grieve Brothers conducted a successful shoe store in Pembroke before the disastrous fire last June.

Harry Tew, who for many years has been with Beardmore and Company, has resigned to go with Ed. Lewis, leather merchant, Toronto.

P. J. Elward has joined the staff of the Adanac Shoe Company and will look after the Toronto trade. He was formerly with the Blachford, Davis Company.

The Singer Shoe Co., Ltd., Montreal, has been incorporated with a capital of \$20,000 to carry on a wholesale and retail shoe business.

The Hamel Shoe Machinery Company is to move its machine shop from Haverhill to Bridgeport, Conn.

A. E. Marois, Ltd., is the title of a company formed with a capital of \$500,000 to acquire as a going concern the business carried on by the firm of Tourigny and Marois, Quebec, shoe manufacturers.

L. L. Lindsey, with offices in Washington Arcade, Detroit, Mich., will cover Canada for the Selby Shoe Company, Portsmouth, Ohio, who make the "Arch Preserver" shoe for women.

## Good Side Lines Wanted

Wanted by Winnipeg commission firm, one or two good side lines to Jobbers and Mail Order firms; established connection; references. Apply to E. R. Coleman, P. O. Box 362, Winnipeg, Canada.

## Representation Wanted

A large manufacturer of shoe threads in the United States desires to communicate with an established shoe goods house for representation in Canada. A good proposition to the right house. Apply Box No. 896, Footwear in Canada, Toronto, Ont.

## Making Room Foreman

Factory making 1,000 pair per day, McKay and nailed goods. Must be capable of taking charge from nailing and stitching to finishing bottoms. Also capable of operating for instructional purposes, Goodyear outsole stitcher, McKay sewing machines and other bottoming machinery. We want a first-class man looking for advancement, and with organizing and co-operative abilities. To take charge immediately. State wages expected.—The T. Sisman Shoe Co. Limited, Aurora, Ontario, Canada.

THE NEW  
UNIQUE TRADE  
MARK OF THE  
COBOURG FELT  
CO., COBOURG,  
ONT. THE "K"  
IN KIMMEL HAS  
FOR MANY  
YEARS BEEN  
SYNONYMOUS  
WITH QUALITY  
IN THE FELT  
SHOE BUSINESS





When a White Shoe comes into your Store — get down a Case of



The WHITE CLEANER

for "Blanco" and White Shoes are inseparables; and their friendship outwears the Shoes.

*"Blanco" keeps White Shoes White"*

It satisfies your customers because it does its work so well. They want "Blanco" and only "Blanco" as long as they have a white shoe to put it on.

It Whitens; it Cleans; it Preserves. Easy to use and always ready for use. Applied in a moment. No trouble, no "messiness." Clean and Handy.

You don't have to stock "Blanco," you just sell it — or rather, it sells itself! 'Blanco' means good profits and quick profits.

*Ask your Jobber for Supplies.*



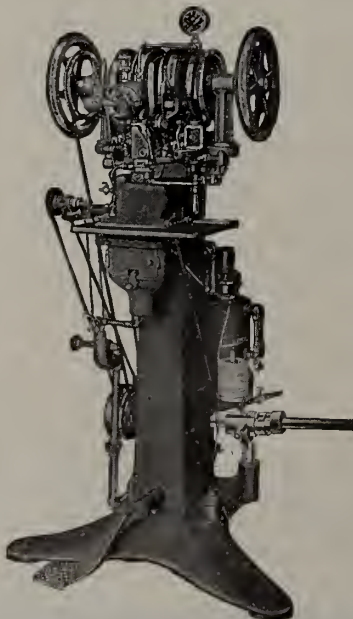
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SHEFFIELD, England.

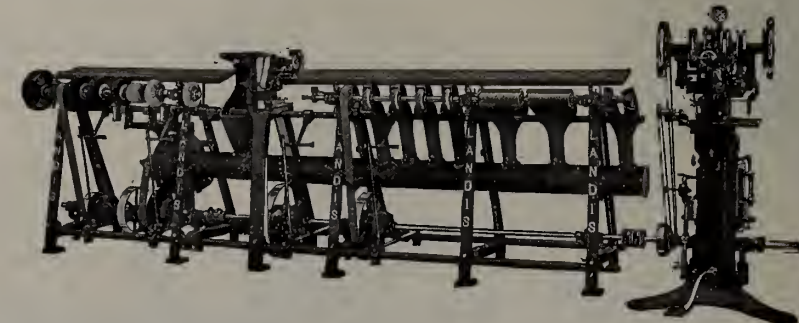
# ALPHABETICAL LIST OF ADVERTISERS

Ahrens, Chas. A. ....	50	Gagnon, Lachapelle & Hebert .....	24	Fanther Rubber Company .....	2
Aird & Son .....	35	Getty & Scott .....	8-9	Perfection Counter Company .....	136
Ames-Holden-McCreedy .....	23	Globe Shoe Company .....	34	Perth Shoe Company .....	18
Armstrong, W. D. ....	128	Goodyear Tire & Rubber Co. ....	131	Pfister & Vogel .....	63
Canadian Advertisers Service .....	123	Henwood & Nowak .....	54	Pickering & Son, Joseph .....	121
Canadian Consolidated Rubber Co. ....	3-72	Hinde & Dauch Paper Box Company .....	137	Plant, T. G. ....	57
Canadian Footwear .....	26	Home Shoe Company .....	136	Ritchie & Company, John .....	7
Canadian Shoe Findings & Novelty Co. ....	125	Hydro City Shoe Manufacturers .....	50	Robinson, Jas. ....	19-22
Champion Shoe Machinery Company .....	130	Independent Rubber Company .....	36-37	Robson Leather Company .....	119
Children's Shoe Mfg. Company .....	33	International Supply Company .....	48	St. Hyacinthe Soft Sole Company .....	128
Clapp & Son, Edwin .....	64	Julian & Kokenge .....	66	Samson, Enr., J. E. ....	129
Clarke & Company, A. R. ....	30-42-140	Kaufman Rubber Company .....	46-47	Scholl Mfg. Company .....	32
Cleland, Jas. ....	133	Kelly, Thos. A. ....	133	Scott, J. A. ....	16
Cobourg Felt Company .....	120	Kenworthy Bros. ....	139	Selby Shoe Company .....	65
Copeland Shoepack Company .....	132	Kepler Leather Company, C. D. ....	62	Sewing Machine Supplies Company .....	55
Cote, J. A. & M. ....	70	La Duchesse Shoe Company .....	136	Signry, The .....	123
Beadle Sales Service .....	133	Lady Belle Shoe Company .....	44	Sisman Shoe Company .....	12
Beckwith Box Toe Company .....	38	Lamontagne, Racine & Company .....	133	Slater Shoe Company .....	10
Bennett Limited .....	5	Landis Machine Company .....	122	Snyder, H. S. & M. W. ....	62
Boot & Shoe Union .....	126	Lawrence Leather Company, A. C. ....	52-53	Spaulding & Sons, J. ....	59
Borne, Lucien .....	129	Legace & Lepinay .....	124	Standard Kid Mfg. Company .....	4
Boston Blacking Company .....	33	Lewis, Ed. R. ....	123	Tetrault Shoec Mfg. Company .....	68-69
Boston Felt Company .....	60	Markem Machine Company .....	58	Textile Mfg. Company .....	132
Brandon Shoe Company .....	27	Marsh, Wm. A. ....	17	Thompson, Harry E. ....	38
Breithaupt Leather Company .....	49	McLaren & Dallas .....	15	Thomas, Lake & Whiton .....	56
Brodie & Harvie .....	136	Midland Shoe Company .....	13	Toronto Heel Company .....	137
Daoust, Lalonde & Company .....	14	Miner Rubber Company .....	28-29	United Shoe Machinery Co. ....	134-138
Duchaine & Perkins .....	67	Miner Shoe Company .....	43	United States Hotel .....	129
Duclos & Payan .....	25	Mooney, A. G. ....	34	Vaughan, Geo. C. ....	61
Dunlop Tire & Rubber Goods Co. ....	127	Narrow Fabric Company .....	128	West End Boot Shop .....	123
Eastern Shoe Mfg. Company .....	137	National Cash Register Company .....	135	White Shoe Company .....	6
Edwards & Edwards .....	132	National Shoe Findings Company .....	64	Whittemore Bros. ....	132
Eureka Shoe Company .....	71	New Castle Leather Company .....	128	Wickett & Craig .....	133
Evans, L. B. ....	137	Oscar Onken Company .....	137	Wiley, Bickford & Sweet .....	60
E-Z-Walk Mfg. Company .....	67			Williams Shoe Company .....	30
Farnsworth, Hoyt & Company .....	51			Wright & Company, E. T. ....	31
Flynn Leather Company, G. C. ....	58			Young Machinery Company, W. J. ....	123
Fortuna Machine Company .....	128				
Frank & Bryce .....	11				
Franklin Machine Company .....	122				

## Landis Outfits are Money-Makers



Landis No. 12 Shoe Stitche. Sold outright—No royalty.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitche coupled to Landis Model 25 Finisher.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitche and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitche and finishers. Write for complete catalogue with prices and terms.

**Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.**



# Rubber Heel Nails

COLLAR NAILS

Steel Wire

## Heel Building Nails

NAILS for Attaching WOOD HEELS

*We make a Specialty of these Goods*

Get our Samples and Prices

**W. J. Young Machinery Company**

Lynn, Mass, U.S.A.

# THE SIGNRY

## OUT-DOOR ADVERTISING

PAINTED CITY  
BULLETINS ..  
PAINTED WALL  
DISPLAYS ..

340 RICHMOND ST. LONDON  
PHONE 1845



SHOW CARDS.  
CLOTH SIGNS.  
BANK WINDOWS.  
CARVED LETTERS.

BRANCH: BROCK ST., WINDSOR

Space here  
for rent



## 5th FLOOR

(6,000 Square Feet)

Toronto Adelaide St. West  
East of Spadina Ave.

Warehouse or very light manufacturing—light  
four sides—freight and passenger elevators—  
sprinkler system, etc.

**THE MacLEAN BUILDING**

347 Adelaide St. West, TORONTO



## SPRING FOOTWEAR

You will find in our stock  
the smartest of fashion-  
able footwear—the final  
achievement in style and  
durability.

Our prices are moderate.

Call and see

YOUR STORE NAME

## BRIGHT SNAPPY CUTS

will double the value  
of your Ad. space.  
This cut will be  
mailed, mortised,  
ready for your local  
paper, upon receipt  
of \$2.25. Let us  
tell you how you  
may obtain the ex-  
clusive rights of  
using our cuts in  
your town.



## Canadian Advertisers Service

511 CHURCH STREET  
TORONTO



Makers of boots and fine  
shoes for all deformities and  
lame feet.

Endorsed by medical offic-  
ers of Militia.

Satisfaction guaranteed.

Information cheerfully sent  
on request.

S. J. Friedman  
Vancouver's  
Leading Surgi-  
cal Bootmaker

**West End Boot Hospital**  
320 Granville St. Vancouver, B.C.



## Pan American KID

Seal Brown and Black

**Perkins & McNeely**  
Philadelphia

Canadian Representative—

**Ed. R. LEWIS**  
45 Front St. E., TORONTO

# FOOTWEAR

## IN CANADA

enjoys the confidence of all those engaged in the shoe and leather trades.

If you are seeking a market in this field you can gain from its columns the greatest and most forceful publicity.

*Write our Service Dept.*

### Footwear in Canada

347 Adelaide Street West

**Toronto**

The Best and Most Durable  
Shoe Laces Are Made

With Our

## Power Shoe Lace Tipping Machines

Textile and Special Machinery  
Harris-Corliss Steam Engines

*Send for Catalogue*

### The Franklin Machine Company

Engineers Founders Machinists

189 Charles Street, Providence, R.I.

## LAGACÉ & LEPINAY

22 ST. ANSELME ST.  
QUEBEC



No. 50.



No. 46

The problems confronting the Jobber are well considered by us in our effort to produce footwear that will meet his demands. We are showing a full range of Women's McKays, also shoes for Boys, Youths and Men, and we believe they hold real value as business getters. You had better see them for yourself.

Write for samples or  
visit our Showrooms

# GRIFFIN SHOE POLISHES

A DIFFERENT GUARANTEED PREPARATION FOR EVERY LEATHER OR MATERIAL

Big White Season--Soon be Here--"BE PREPARED"--ORDER AT ONCE

*If your Jobber does not handle, write direct.*



## THE CANADIAN SHOE FINDINGS NOVELTY CO.

2 TRINITY SQUARE

Adel 4194

TORONTO, CANADA

# Sell THRIFT STAMPS



THE dealer who encourages his customers to take their change in Thrift Stamps is giving valuable aid to the work of Reconstruction. He is helping to foster Prosperity by making small savings assist in financing Governmental expenditures.

Then, while he is doing that much for the country, let him do something for himself—

# Buy War-Savings Stamps



## MARK WELL THE SIGN OF THE UNION STAMP

Every retailer who requires hundred per cent. selling merchandise needs Union Stamp Footwear.

Every retailer who reaches out for all the trade in his community needs Union Stamp footwear.

Every retailer who desires the best footwear at the price, made under honest conditions, by efficient workmen, requires Union Stamp footwear.

For every demand, for efficiency, for increased volume of trade Union Stamp footwear and Union Stamp shoes alone are a sure and certain asset.

### Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 Summer Street

BOSTON - - MASSACHUSETTS

JOHN F. TOBIN  
General President

CHAS. L. BAINE  
Gen'l Sec'y-Treasurer



# DUNLOP "Acme" Soles



**Longest Wear  
Surest Stride  
Most Comfort**



**Nufashond**  
TRADE MARK REG.  
Fabric Tip

**Shoe Laces**

The quality shoe laces for every requirement. At all jobbers. Always specify "Nufashond." Samples upon request.

THE NARROW FABRIC CO.,  
Reading, Pa.

NUFASHOND  
FABRIC TIP

ST. HYACINTHE SOFT SOLE SHOE COMPANY LIMITED  
65 LAFRAMBOISE ST. ST. HYACINTHE, QUE.

**Our Standard Screw Shoes**

WILL STAND PLENTY OF HARD WEAR  
Made on foot-fitting lasts that will give comfort to the wearer and are durable.

The Range Includes  
Men's, Boys', Youths', Little Gents' and Children's Box Kip  
Your Jobber will quote you prices, or write us direct

**St. Hyacinthe Soft Sole Shoe Co.**  
St. Hyacinthe, Quebec Limited

**Fortuna**  
Skiving Machine

For Manufacturers who Skive Leather, Felt, Cork, Rubber or Paper

Used extensively by Manufacturers of SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada  
**Fortuna Machine Co.**  
127 Duane Street - NEW YORK

**Jobbers Should Note!**

**New Castle**

Quality  Kid

Supplies either glazed or natural surface, black or colored, this famous product is always reliable and uniform in quality.

Quantities shipped promptly. Samples supplied.

Canadian Agents for  
**FRED RUEPING LEATHER CO.**  
Calf and Side Leathers, Ooze Splits and Barrett & Co. Skivers.

**New Castle Leather Co.**  
NEW YORK

Canadian Branch:—335 Craig St. W., Montreal  
Factory:—Wilmington, Del., U. S. A.

**SHOE-STAMP-SPECIALIST**

**W.D. ARMSTRONG**

ENGRAVER OF FINE STEEL STAMPS & DIES  
230 CRAIG ST. WEST, MONTREAL, PHONE 675  
QUE. 975 MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN & ADD AN ARTISTIC FINISH TO YOUR SHOES WHICH WILL INCREASE YOUR SALES.

ORIGINAL DESIGNS SUBMITTED

**BOOKS FOR SALE**

Advertising by Motion Pictures, by Ernest A. Dench.  
Just published—255 pages. Price \$1.00.

**Footwear in Canada** 347 Adelaide St. W.  
TORONTO

**The United States Hotel,** Beach, Kingston  
and Lincoln Streets  
**BOSTON, MASS., U. S. A.**

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

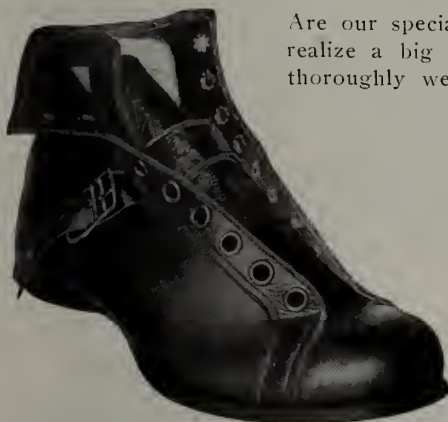
Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

**JOBBERS**  
**HOCKEY BOOTS**



Are our specialty and you can realize a big turnover on this thoroughly well made product.

Our Hockey Boots have extensive sales and supply a wide demand at a reasonable price. Write us for samples.

**WORKING BOOTS**

Our Working Boots are examples of strong serviceable footwear for men. They are consistent sellers and bring profitable trade to jobbers by reason of the satisfaction they give to the working class. An inspection of them will remove any doubt.

**J. E. SAMSON ENR.**  
**QUEBEC**

**Middle and Western Canada**  
**Demands the Best**  
**in Footwear**

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells hoots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.



Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

**SURFACE KID** IN BLACK and COLORS

Beautifully pliable and with a glove-like grain—Surface Kid is particularly suitable for dressy shoes. It rivals the beauty of Real Kid and is very much cheaper.

Made in black and colors and sold at attractive prices. Send to-day for samples.

**BUTTS IN GUN METAL, DULL, GLAZED CABRETTAS, GLAZED KID, SHEEPSKINS**

Head Office  
491 St. Valier St., Quebec

**LUCIEN BORNE**

Montreal Office—225 Lemoine St.



# A Shoe Merchant

With a

# Champion Shoe Repair

## Department, said



Every customer for a new pair is a prospect for the repair department.

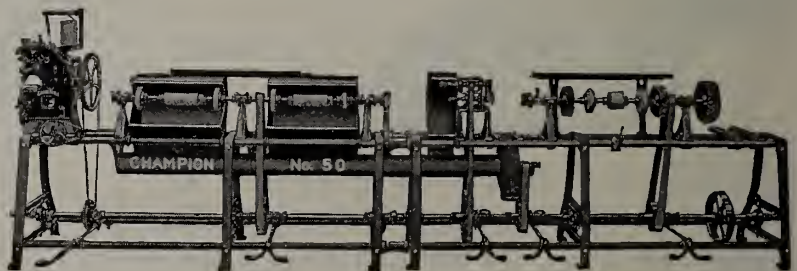
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion Machines are sold outright (no royalty) for cash or on monthly payments.**



Universal Model Curved Needle and Awl Shoe Stitcher — heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

**CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.**

Please send me particulars about a shoe store repair department.

Name .....Street .....

City .....State .....





## A New Product Easily Sold

Millions of pairs of Neolin Soles in active service have proved Neolin to be the hardest-wearing sole material made.

Neolin Soles mean comfort, flexibility, waterproofness and long wear.

Over four hundred shoe manufacturers equip their product with Neolin Soles.

Canadian men and women have proved Neolin's qualities for themselves. They have the confidence in it that comes from actual experience.

Now a master advertising campaign is driving home the merits of Neolin Half-Soles—the half-soles with all Neolin's advantages; that may be sewed or nailed on worn shoes.

Many of your customers have tested Neolin. They will want Neolin Half-Soles on their worn shoes. Others have heard of Neolin economy and will welcome your suggestion that Neolin Half-Soles will put new life into their shoes.

Order a supply of Neolin Half-Soles at once. Display them in your window. They will draw trade and add a new profit maker to your business.

Neolin Half-Soles are packed in an attractive carton containing a dozen assorted sizes. Order from your wholesaler.

**The Goodyear Tire & Rubber Co.**

of Canada, Limited

Toronto

# neolin Half Soles

# SHOE LACES

**MADE IN  
CANADA**

*Supply  
Shoe Manufacturers and Wholesale Trade  
only*

**Textile Manufacturing Co., Ltd.**  
439 Wellington Street West  
TORONTO

## Edwards & Edwards

TANNERS  
OF

### SHEEPSKINS

FOR

Shoes, Gloves, Saddlery  
Upholstering  
Bags and Suit Cases  
Bookbinding  
Fancy and Novelty Goods  
Skivers  
Embossed Leathers  
Etc., Etc.

### EDWARDS & EDWARDS

Head Office and Sale Rooms      Tanneries  
27 Front E. Toronto      Woodbridge, Ont.  
Quebec and Maritime Provinces  
Represented by  
JOHN McENTYRE LTD. 28 St. Alexander St.  
MONTREAL, QUE.

## The Shine that Lasts

Your shoes will hold their shine a  
surprisingly long time if you use

*Whittemore's Shoe Polishes*

*The Whittemore lines serve a double purpose  
viz—that of a polish and leather preservative.*

Our **Bostonian Cream** is  
the ideal cleaner for kid and calf leather  
put up in Brown, Grey, White, in fact  
all colors.

Try our **Nobby Brown Paste** for brown  
shoes and **Peerless Ox-  
blood Paste** for Red Shoes.

**Quick White** Liquid Can-  
vas Dressing.

**ALBO White Cake** Canvas Dressing

**GILT EDGE SELF** Shining Dressing

Ask your Jobber. If he cannot  
supply you write us

**Whittemore Bros. Corp.**  
Cambridge, Mass, U.S.A.



## Capture the Boys' Trade

with this

### BOY'S SCOUT BOOT



It is splendidly built, and is  
capable of attracting many  
sales for you. Absolutely im-  
pervious to wet if Dubbin  
is reasonably applied. Has  
oiled tanned vamp, 12 in.  
Menonite leg, bellow tongue  
to top, full  
single sole  
and heel nail-  
ed to a solid  
leather sole.  
There can be  
no better value  
than this boot  
for **\$6.00**

Drop us a postal.

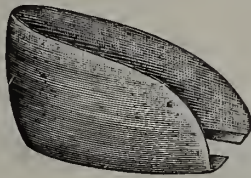
**The Copeland Shoepack Co.**  
Midland, Ontario, Canada

# WICKETT and CRAIG Limited

MAKERS OF  
**High Grade Goodyear Welting**  
 AND  
**Fine Side Leathers**

TORONTO

CANADA



## COUNTERS BOX TOES and INNER SOLES

Our union and all leather, flexible inner soles are better than ever, with no change in prices. Try them and be convinced.

**LAMONTAGNE, RACINE & CO.**  
 115 ARAGO ST.  
 QUEBEC

## KELLEY KID

*LEADS THEM ALL*  
 in Uniformity,  
 Fine Texture, Wearing Qualities and Finish



In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

**Thomas A. Kelley & Co.**  
 Tannery and Main Office, LYNN, MASS.

Selling Agents:  
**ROUSMANIERE, WILLIAMS & CO.**  
 87-93 Lincoln St., BOSTON, MASS.

*Largest Manufacturers in Canada*  
 —of—

## STEEL DIES

for

**Shoe and Rubber Manufacturers**

*Prompt Service*

*Guaranteed Work*

**JAS. CLELAND, REGD.**  
 16 St. George St., Montreal

A Message for

## Ontario Merchants

We can do many things  
 for you

*Consult our specialists on Sales  
 of all kinds*

**Beadle Sales Service Agency**  
 59 Yonge Street, TORONTO

# USMC

MADE IN CANADA

# CUTTING = DIES =

For  
Leather  
Fabric  
Cloth  
Rubber  
Paper

# CUT COSTS

For  
Shoe  
Harness  
Rubber  
Stationery  
Glove  
Trades

*All Estimate Work Free*

**United Shoe Machinery Company of Canada, Limited**

**MONTREAL**

**TORONTO**

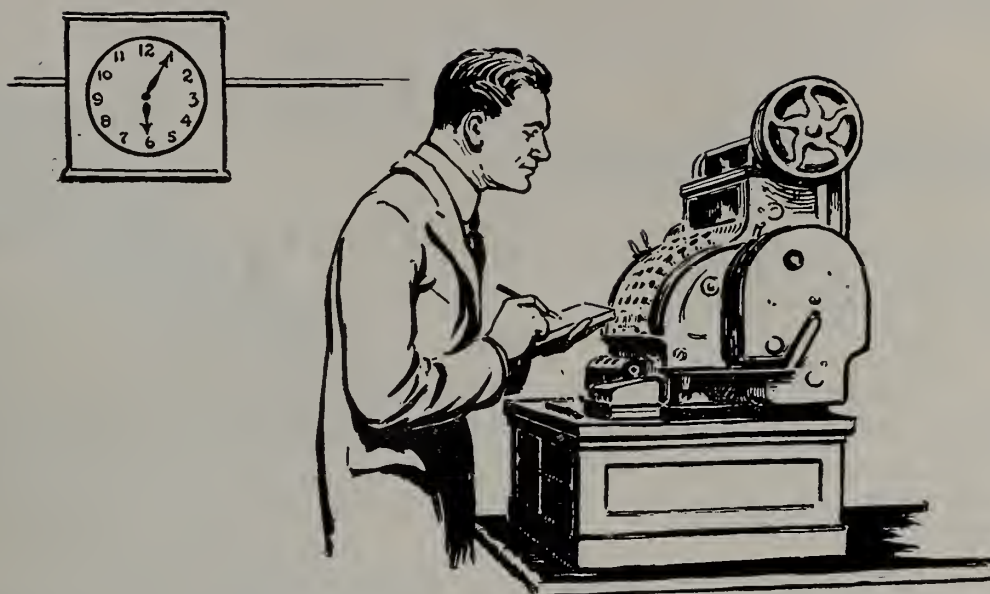
90 Adelaide Street West,

**KITCHENER**

179 King Street West,

**QUEBEC**

28 Demers Street,



## Complete information about the day's business just as soon as you want it

That's what a modern National Cash Register will give you. At closing time a glance at your register will show many things.

1. Total amount of merchandise sold.
2. Total cash received for goods.
3. Amount of your charge sales.
4. Detailed record of cash received on account.
5. Detailed record of cash paid out.
6. Amount of each clerk's sales.
7. Number of customers each clerk waited on.
8. Total number of transactions made during the day.

All these figures are there before you—absolutely accurate and reliable because they have been recorded *by modern machinery*.

**You cannot afford to be without the valuable information that an up-to-date National Cash Register will give you.**

The National Cash Register Company, of Canada, Limited., Toronto, Ont.

Offices in all the Principal cities of the world

# The Home Shoe

COMES DIRECT  
FROM FACTORY  
TO RETAILER

With a minimum of selling expense and an appreciably extra value to the public.

Let us demonstrate to you the profitable sales awaiting the dealer who handles the many excellent models of the HOME SHOE.

*Write us—To-day*

**Home Shoe Company, Ltd.**  
327 Amherst Street, MONTREAL

# BRODIE'S Patent Paste

This famous product covers a wide range of usefulness being used with equal success and efficiency by manufacturers of the finest grade shoes and makers of heavy work shoes.

Supplied in quantities to meet your needs.

Let us send you sample and price.

**Brodie & Harvie**  
Limited  
14 Bleury St. MONTREAL

**JOBBER  
ONLY**

*Very Attractive*

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



**"La Duchesse" Shoe Co.**

Registered  
MONTREAL

# Perfection

for 1919



Your New Year's Good Resolutions are not complete unless you have resolved to use nothing but the best in Counters.

Try PERFECTION COUNTERS and let us show you wherein they excel. Send for prices and particulars.

Our Felt Box Toes are Now Ready.

**Perfection Counter Limited**

699 Letourneux Ave. Cor. Ernest St.  
Maisonneuve, Montreal

**100 Years of Good Shoemaking**



No. 300 Patent  
No. 303 Dull Calf  
Sizes 6-11. B-D.  
PRICE \$3.50

**MENS' MEDIUM GRADE  
HOUSE SLIPPERS**

PUMPS AND OXFORDS IN STOCK  
FOR IMMEDIATE SHIPMENT

Thirty Lines Listed in Catalog No. 16

BOSTON OFFICE—110 Summer Street

**L. B. EVANS' SON CO. WAKEFIELD, MASS.**

## The New "EASTERN" Shoe Lines

offer big possibilities to Jobbers desirous of handling a first-class product at popular prices.

We will be pleased to show you a very complete assortment of shoes for Misses, Children and Infants for Spring and Summer, upon receipt of a post card from you.

*See us when in Montreal*

Write us now.

### The Eastern Shoe Manufacturing Company, Limited

152 Frontenac Street  
Phone—La Salle 2561 **MONTREAL**

### We Can Save Money for You on Your Shipping & Packing

## H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.



Our booklet "How to Pack It" explains all—write for it.

### The Hind & Dauch Paper Co. of Canada Limited

TORONTO ONTARIO



**Make Your Show Windows Pay Your Rent**

Many Sales are made on the Sidewalk  
**Window Displays**

A Wonderful set of Patented Interchangeable Window Display Fixtures for displaying Men or Womens' Shoes. Set will give 10 Years Good Service in effective trade pulling window trims.

The Fixtures you see above are only a very few of the designs that can be set up with the full set, besides hundreds of standard fixtures can be set up.

Made of Oak, either Golden, Antique or Weathered Finish. Set is put up in a Hardwood Hinged Lid Storage Chest, a good place to keep the extra Younits not in use. There are thousands of sets in daily use.

**FIXTURES FOR 500 WINDOW DISPLAYS IN THIS CHEST**

No. 101	Set has 220 Interchangeable Younits For Large Windows,	<b>\$48.12</b>
No. 101½	Set has 110 Interchangeable Younits For Medium Windows,	<b>\$27.50</b>
No. 101¼	Set has 55 Interchangeable Younits For Small Windows,	<b>\$17.32</b>

Stack carried in Hamilton, Ont. Order direct or thru your jobber. Send for catalog. Patented and made in Canada.  
**The Oscar Onken Co. 5950 Fourth Street Cincinnati, Ohio, U. S. A.**

## TORONTO HEEL CO.

Manufacturers of

### All styles of Heels in Leather and Composition

We are also Makers of the  
**Haverhill**

Write for Samples and Prices. These will interest you

## The Toronto Heel Company

13 Jarvis St., Toronto

# Don't Squander

TACKS, NAILS, TIME, HEALTH, ENERGY

Using nails from broken, unsanitary paper packages or old tin cans

USE A  
Convenient, Compact, Revolving

**USMC**

*Made in Canada*

## *NAIL DISH*



8 Compartment Dish



6 Compartment Dish

**ORDER YOURS NOW**

**United Shoe Machinery Company of Canada, Limited**

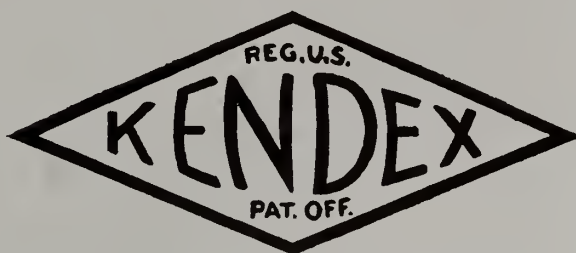
**Montreal, Que.**

Toronto, Ont.  
90 Adelaide Street West,

Kitchener, Ont.  
179 King Street West,

Quebec, Que.  
28 Demers Street,





# INSOLES

**Kendex** has the added qualities for an Insole which gives satisfaction and comfort to the wearer; conforms to the foot; is of uniform flexibility; will not shrink, swell or check and prevents calloused feet; is **fast color**; made in all weights, worked dry and sold in sheets or rolls.

**Kendex** is made in Oak, White and Black colors. Makes an excellent middle sole; trims to a clean edge, and is a **non-conductor**.

**Felt** of every description for shoe manufacturers.

**Heel Pads** cut from several qualities of white felt, also all colors of Combined Imitation Leather and Felt. Our facilities mean service to you at a **minimum** cost.

**KENWORTHY BROS. COMPANY**  
STOUGHTON, MASS.

Represented in the Province of Quebec by HORACE D'ARTOIS, 224 Lemoine St., Montreal

It Lasts  
Long  
and Does  
Not Crack



# CLARKE'S Patent Leather



*If it's a Patent, it  
should be Clarke's*

Give your customers a good Patent Leather shoe that will retain its lustre and keep from cracking, and you can count on future patronage. So many patent leathers have disappointed the public that it behoves the shoeman to insist on Clarke's Patent Leather every time.

## A. R. CLARKE & CO.

MONTREAL

LIMITED  
TORONTO

QUEBEC

# Footwear

## In Canada

### REGAL SPRING STYLES

Present a matchless combination of design, workmanship and material. For both men and women our new models have the distinctiveness that will create public desire and attract profitable custom for the dealer. They are diverse in style and make-up and in every model there is the adherence to the REGAL standard of quality, which means service to the wearer.

Let these new REGAL creations advertise your store by showing them to the public. We will be pleased to co-operate for the promotion of your sales. Write us.



## Regal Shoe Company, Limited

472-474 Bathurst Street - TORONTO

# Panther Rubber Products



## Sure Step Rubber Heels and Panther Fibre Soles

Panther Fibre Soling is the present day ideal wearing material that combines comfort, good appearance, low cost and long life. When made up with your stock models, Panther Soles look like leather, in Black, White and Tan. The soles can be stitched same as leather and they hold indefinitely. They are light in weight and long in durability. Waterproof and crackproof. Your customers favor them because they wear.

“Sure Step” Rubber Heels have been on the market long enough to need no recommendation. They are nationally known and their merit is universally acknowledged.

—Write for details—

## Panther Rubber Co. Limited

Sherbrooke, - Quebec



**FLEET FOOT**

## For Every Sport and Recreation

In another month or so, the "FLEET FOOT" season will open.

Remember to use the display cards, window trims and other advertising helps, as this year promises to be a great one for this popular footwear.

If your stock is not complete, you have time to send in orders for what you need.

Wire, phone or write your emergency orders for both RUBBERS and "FLEET FOOT" to the nearest Dominion Rubber System Service Branch.

### Dominion Rubber System Service Branches are Located at

Halifax,  
St. John,  
Quebec,  
Montreal,  
Ottawa,

Toronto,  
Hamilton,  
London,  
Kitchener,  
North Bay,

Fort William,  
Winnipeg,  
Brandon,  
Regina,  
Saskatoon,

Edmonton,  
Calgary,  
Lethbridge,  
Vancouver,  
Victoria.

*A determined and persistent resolve that the name Standard Kid shall be your assurance that the product is good, that the price is reasonable, and that the grading is accurate and uniform—that is the standard for Standard Kid.*

This standard has received emphatic recognition from twelve concerns who recently ordered 40,000 dozen Standard Kid, to be shipped during the next four months.

These orders bear convincing testimony that Standard Kid is a name in which you may place confidence for quality, for value, and for accurate and uniform grading.

COLOR 18 FIELD MOUSE  
COLOR 8 GRAY

are in good demand for next Fall styles.

*Inquiries solicited*

## STANDARD KID MFG. CO.

MANUFACTURERS OF BLACK AND COLORED GLAZED KID AND PATENT KID

207 SOUTH STREET, BOSTON, MASS., U. S. A.

NEW YORK OFFICE, 610 TRIBUNE BLDG.

Factory, Wilmington, Del.

### AGENCIES

CHAS. A. BRADY, Rochester, N.Y.

F. W. BAILEY & CO., St. Louis, Mo.

GEO. A. McGAW, Chicago, Ill.

I. LOUIS POPPER, Cincinnati, Ohio.

PIERRE BLOUIN, Quebec, Canada.



“Here’s a  
Better  
Way” —



# BENNETT

TRADE MARK

## DEPENDABLE COUNTERS

Better Counters are made by Better Fibre and a Better Making of that Fibre into the finished counter.

We could not buy fibre good enough to make the BENNETT COUNTER. *That is why we made the fibre.*

We had a Better Way to make That Fibre into the Counter. *That is why we made the counter.*

ONTARIO OFFICE  
28 King St. East  
Kitchener

BENNETT LIMITED  
MAKERS OF SHOE SUPPLIES  
CHAMBLY CANTON, P.Q., CANADA

SALES OFFICE  
59 St. Henry Street  
Montreal

H. O. McDOWELL

H. N. LINCOLN

# INTERNATIONAL SUPPLY CO.

IMPORTERS  
MANUFACTURERS



JOBBER  
SALES AGENTS

## SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

EASTERN BRANCH  
401 CORISTINE BUILDING  
MONTREAL

MAIN OFFICE AND FACTORY  
37 FOUNDRY ST. S.  
KITCHENER

### Representing

American Lacing Hook Co.  
Waltham, Mass.

Lacing Hooks and Hook  
Setting Machines

Armour Sand Paper Works  
Chicago, Ill.

Crystolon Paper and Cloth  
for Buffing and Scouring

Boston Leather Stain Co.  
Boston, Mass.

Inks, Stains, Waxes, etc.  
Cyclone Bleach

The Ceroxylon Co.,  
Boston, Mass.

Ceroxylon, the Perfect  
Liquid Wax

Dean Chase Co.,  
Boston, Mass.

Shoe Goods, Cotton  
Thread

The Louis G. Freeman Co.,  
Cincinnati, O.

Shoe Machinery

Hazen, Brown Co.,  
Brockton, Mass.

Waterproof Box Toe  
Gum, Rubber Cement

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Wax Thread Sewing  
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The S. M. Supplies Co.,  
Factory Supplies,  
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Boston, Mass.

Kids, Cabrettas and Horse

I. Spaulding & Sons Co.,  
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Guaranteed Fibre Coun-  
ters, Fibre Innersoling

The Textile Mfg. Co.,  
Toronto, Ont.

Shoe Laces

United Stay Co.,  
Cambridge, Mass.

Leather and Imitation  
Leather Facing, Welting,  
etc.

# Crystolon

## *the Hardest Substance known*

*(Except the Diamond).*

Crystolon is the abrasive for the shoe trade. Its extreme hardness and brittleness make it particularly desirable for snuffing hides, buffing and scouring leather specialties and shoes.

Being brittle, the tiny points of the abrasive surface are continually breaking off, thus forming an entirely new surface as sharp and effective as the first. This gives a continual sharp cutting surface until worn down to the backing.

Crystolon is made in paper, cloth and combination styles, in rolls, sheets and special shapes.

*We carry a variety of Specialties*

## Cheese Cloth

## Silkoline

## Vel Chamee

*Very Fine Polishing Cloth*

## Round Belting

*Oak Tanned*

*Indian Tanned*

## Belt Hooks

## Tag Holders

## Casters

## Buttons

## Treer's Shank Brushes

## H.B. Canvas

## Cotton Thread

*For Puritan Machines*

## *For Fairstitching and Upper Fitting*

You need have no hesitancy about sending your orders to us. Our business is founded on the principle of **FAIR DEALING** and we handle only **GOODS of HIGHEST QUALITY.**

Consider the List of Houses **WE REPRESENT.**



R

# Ritchie's Beaver Brown Shoes

are the most popular colored side leather shoes in the trade.

Incorporated in the line is the same high quality workmanship and materials that has made the RITCHIE line so well and favorably regarded from Coast to Coast.

A shoe you can depend upon and recommend where price is a consideration, and serviceability and good appearance are required.

All the best Jobbers carry the line. Ask them to show you

*Ritchie's Beaver Browns*

**The John Ritchie Company Limited**

MAKERS OF  
MEN'S SHOES  
QUEBEC

# James Robinson

*Specialist in Fine Footwear*

## MONTREAL

# Where Quality Counts

If one sale is to make another, the shoe has to maintain in wear all that you claim for it in the sale.

Be on the safe side by serving your customers with our lines of footwear.

For all round satisfaction you cannot handle a better shoe than the

## Bostonians

All the best principles of shoe making are embodied in their manufacture. And all your best customers will be well satisfied with their service.

isfied with their service.

The Bostonian Shoe has the reputation of "a seller." Are you stocking it?



**James Robinson**

*Specialist in Fine Footwear*

**MONTREAL**

# We are Busy with Rubbers

The rush of sorting orders we have handled is unmistakable evidence of public regard for a good rubber. They want



now. We will fill them right away, and see that you have the goods with satisfaction as well.

## Independents

Have you got your order? If not take a look over your stock, and write, phone or wire your needs



THERE IS BUT  
**“ONE SLATER SHOE”**

---

***FALL 1919***

---

Our Travellers are on the road now with full range of Fall Samples and 45 Catalogue lines carried in Stock.

Carried in Stock means ready to serve. It means that we are prepared to fill your orders for one pair or as many as you desire, at once.

No excuse then for depleted shelves.

Ask for a catalogue and give us a trial order.

We have added a few samples on new lasts that will surely appeal to the discriminating buyer and we solicit a careful inspection of the complete line.

Eventually you will handle Slater Shoes, why not try them now?

---

**THE SLATER SHOE COMPANY, LIMITED**

*Established in 1869*

MONTREAL

QUE.

# By Their Sales You May Know Three Successful Shoes

Shoes carrying with them an assurance of satisfaction to your customers; an important factor in your prospects for increased trade.

You cannot afford to overlook the importance of these superb lines.

## “MetropolitaN”

WOMEN'S McKAYS

MEN'S WELTS

## “Patricia”

WOMEN'S WELTS  
AND TURNS

## “Paris”

WOMEN'S McKAYS  
MEN'S WELTS

Daoust, Lalonde & Co.

Limited

Montreal - Que.

Branch : METROPOLITAN SHOE CO., 91 St. Paul St. East



## Throughout the Season!

Our Spring campaign of consumer advertising will continue throughout the season. There is still time for you to cash-in on this, if you will act promptly.

Inquiries for our booklet, "How to Buy Shoes," are reaching us in constantly increasing numbers. And it is necessary to read our advertisements pretty carefully in order to find out that we are offering a booklet at all. For we are advertising shoes—not booklets. Every inquiry means that our message has really been read—that it has really been planted in a customer's mind.


And the dealer can readily turn this interest into sales, simply by letting it be known that he has the advertised shoes, and that his store is in line with the advertised standards of merchandising.

# AMES HOLDEN McCREADY

LIMITED

*"Shoemakers to the Nation"*

ST. JOHN    MONTREAL    TORONTO    WINNIPEG    EDMONTON    VANCOUVER



SUPERB  
WELTED  
FOOTWEAR  
*for*  
WOMEN  
&  
THE  
PERTH  
SHOE

*A Correct  
Association  
of Ideas*

XXXXXX

***Perth Shoe Company, Limited***

*Largest Manufacturers Exclusively of  
Women's Welts in Canada*

***Perth***

-

***Ontario***

## For Jobbers Only

**Women's White Canvas  
and Satin Slippers**

*"turns only"*

Latest up-to-date  
Lasts and Patterns

Manufactured by

**Wakefie'd Slipper Co.**

Sanbornville, N.H.

Canadian  
Representative

**MEN'S  
BOYS'  
YOUTHS'**

Staple Nailed and  
Standard Screw Shoes.

Manufactured by

**MILTON SHOE CO.**

Can be seen anytime at my  
Sample Rooms

Sales  
Manager

**HARRY E. THOMPSON**

10 Victoria Street

**MONTREAL**

*Patented*  
*Dec. 30th, 1913*

*Patented*  
*Oct. 26th, 1915*

"Your designer may put character  
into your shoes—but it will take a



***Vulco-Unit Box Toe***

to keep it there."

*Absolutely Water-proof and Perspiration-proof*

**BECKWITH BOX TOE LIMITED**

Sherbrooke, Quebec, Canada



# SOMKLAS



Introducing  
Our Latest  
Up-to-Date  
Last

**Tetrault Shoe Manufacturing Co., Limited**

Largest Producers of Boots and Shoes in Canada

Office and Warehouse—  
9 Rue de Marseille,  
Paris, France

**Montreal**

**Toronto**



# Important Lines for Misses & Children

Let us show you our samples in these splendid staple lines for your Juvenile trade. They are well-made and comprise the lasts we have found to be most popular. We solicit your thorough inspection of our complete lines for Infants, Children, and Misses.

*We Sell  
Jobbers  
Only*

*Send for Prices*



## Childrens Shoe Mfg. Co., Limited

11 Belleau St.

Quebec City

# MADE IN CANADA

Our line of Channel Cements, Sole Laying Cements, Chrome Cements, and Surefold is a quality line.

The first consideration given to their make-up is **QUALITY**.

You may depend on them being as good a Cement as can be made.

## **Boston Blacking Company**

152 McGill Street, MONTREAL, Canada



## The Name Guarantees the Quality

Every counter made by us warrants our stamping it indelibly with our name.

**SPAULDING'S**  
Fibre Counters  
*Guaranteed*

---in legible letters, identify them from others, insuring the manufacturer of excellence in materials and construction.

## J. SPAULDING & SONS CO.

Main Office and Factory  
**NORTH ROCHESTER, N. H.**

PHILADELPHIA      CINCINNATI  
John G. Traver & Co.      The Taylor-Poole Co.  
329 Arch St.      410-412 E. 8th St.

SEVEN FACTORIES  
Tonawanda, N. Y.      Rochester, N. H.  
No. Rochester, N. H.      Milton, N. H.  
Townsend Harbor, Mass.

Boston Office  
**203-B ALBANY BUILDING**

ST. LOUIS      CHICAGO  
The Taylor-Poole Co.      J. E. D. McMechan & Co.  
1602 Locust St.      217 W. Lake St.

English Agents: J. Whitehead & Co., Ltd.,  
Leicester, England.

Canadian Agents

International Supply Co., Kitchener, Ontario and Quebec City. V. Champigny, Montreal

# A Special Invitation

If you are unable to call on us, we will be pleased to forward samples of any of our lines. Let us hear from you early.

WE should like you, Mr. Jobber, to visit our show-rooms, and see what we are offering for the coming season's business. We believe that the Aird Shoes, now being shown, will particularly commend themselves to you—there are many reasons. Come and see them.

## Aird & Son

Registered  
MONTREAL

# IN STOCK



No. 06 Havana Bro. CALF Bal. NEOLIN & Wingfoot Med. Recede	5.50
No. 25 Duchess Bro. CALF Bal. NEOLIN Narrow recede	- 5.95
No. 26 Duchess Bro. CALF Bal. Natural OAK sole, Recede	- 6.00
No. 41 Velour CALF Bluch.. Slip sole, Medium High toe	- 5.50
No. 86 Havana Bro. CALF Bluch. Wide toe, NEOLIN & Lea. slip	6.00

Many other styles ALWAYS IN STOCK

Order sample pairs TODAY

*We are ready to hear from you*

## The Midland Shoe Company

Kingston, Ontario



# ECLIPSE



The Eclipse line  
is now the most  
complete range of  
Children's Footwear

on the market and universally admitted a trade-builder.

**ECLIPSE** AN ADDED ATTRACTION IN THE ECLIPSE LINE. Has all  
**STITCHDOWN** the advantages of the regular **WELT SHOE**, but on account of  
**WELT** several short cuts in construction can be sold considerably cheaper.

## Eclipse Welt is Repairable.

Do not fail to see this new line before placing.

**McKAYS** McKAY WELTS added to our already up-to-date range of McKAYS  
in all sizes and materials, makes this line most complete and desir-  
able. Broad, easy-fitting lasts, high grade materials, and expert  
construction, are clearly reflected in our samples this season.

**URNS** This line is built to satisfy the most discriminating buyer. In lasts,  
patterns, materials and workmanship our enviable reputation in  
childrens' **URNS** is being maintained. We offer the best values  
obtainable.

Strengthen your Childrens' Department and put it on a paying basis by  
putting in a full range of **ECLIPSE**

*TRAVELLERS NOW OUT*

Wait for the only complete range. Everything in Footwear from infant's size 1 to  
growing girl's size 6.

**The Galt Shoe Manufacturing Company, Limited**

Galt - Ontario



## Successful Shoes

**L**INK your business with the success of this splendid Marsh Footwear. The models here shown are sold in cases containing 30 pairs of one width. We will be pleased to send you our complete catalogue and information.



"106" LAST  
Made in All Leathers  
Widths B to E



"99" LAST  
Made in All Leathers  
Widths B to E



"104" LAST  
Made in All Leathers  
Widths B to E

The Wm. A. Marsh Co., Limited  
QUEBEC

# FELT

For All Factory Purposes

## FELT

For

Heel Pads

Box Toes

Cushion Soles

Tongue Linings

Shoe Rolls

Shoe Racks

Fillers

Toppings

Uppers

---

We Make up FELT of Any Kind, at Short  
Notice to Meet YOUR OWN NEEDS

---

We Carry a Large Supply IN STOCK

*SUPERIOR QUALITY AND SERVICE*

We Solicit Your Inquiries

---

**Commonwealth Felt Company**

76 Summer St., BOSTON, MASS., U.S.A.



**We  
Are  
Again  
To  
The  
Fore——**

# CITADEL GLAZED HORSE

**Write  
for  
Samples**

||| Possesses *wearing* and  
*cutting qualities* equal  
to Kid.

||| A Line which will meet  
your every want when  
*Glazed Kid* is required.

||| To the Layman's eye *it*  
*is Kid.*

On account of the extreme scarcity of Glazed Kid we have no hesitancy in offering the above to the Canadian Shoe Trade.

We can cover all your wants, and you need have no fear in accepting all orders.

## J. A. SCOTT

218 Notre Dame St. West  
MONTREAL

566 St. Valier Street  
QUEBEC

# Henwood & Nowak Inc.



**BLACKS**  
and  
**COLORS**



**95 South Street - BOSTON, MASS.**

Tannery : Wilmington, Delaware, U.S.A.

# The C. G. Flynn Leather Co.

107 South Street, BOSTON, Mass.

The Largest Leather Remnant and Scrap Leather Dealers in the World

## SPECIAL LIST OF OFFERINGS

### Sole Leather Department

- 40 tons Oak Buffalo Hind Shanks.
- 20 tons Oak Buffalo Fore Shanks.
- 50 tons Oak Bellies.
- 15 tons Extra Wide Russet Leather Bellies.
- 8 tons Russet Leather Pieces.
- 100 tons Oak and Hemlock Heeling from 5 to 12 cents per pound.
- 100 tons Oak and Hemlock Half Heeling from 1 to 5 cents per pound.
- Factory Cut Soles, Outer Soles, Inner Soles and Half Soles.

### Upper Leather Department

- 20 tons Black Wax Split Shoulders.
- 60 tons Natural or Tan Split Shoulders and large Remnants suitable for cutting shoes.
- 75 tons Upholsterers' Remnants from the Automobile and Carriage Trade, 10 to 35 per pound from hand and machine Buffed Leather.
- 100 to 200 tons Upper Leather, Hat Sheep, Hat Skivers, Book Sheep and Imitation Leather Remnants at various prices.
- 10 tons Imitation Leather pieces 1 yd. and up 36" to 55" wide.

*Correspondence Solicited from Buyers and Sellers*



# Look Out FOR THE Independent Brands

Kant Krack Veribest  
Royal  
Dainty Mode Dreadnaught

Our travellers are showing a full range of the many Independent styles, which fill every requirement in rubber footwear.

As to the quality of material and excellence of manufacture, you will find our new samples well maintain the high reputation so long enjoyed by the Independent lines.



### *OUR WHOLESALERS*

Amherst Boot & Shoe Co., Ltd.,  
Amherst Boot & Shoe Co., Ltd.,  
E. A. Dagg & Company,  
A. W. Ault & Company, Limited,  
White Shoe Company,  
McLaren & Dallas,  
The London Shoe Company, Limited,

Amherst, N.S.  
Halifax, N.S.  
Calgary, Alta.  
Ottawa, Ont.  
Toronto, Ont.  
Toronto, Ont.  
London, Ont.

Kilgour, Rimer Company, Limited,  
The J. Leckie Company, Limited,  
James Robinson,  
Brown Rochette, Limited,  
T. Long & Brother,  
Dowers, Limited,

Winnipeg, Man.  
Vancouver, B.C.  
Montreal, Que.  
Quebec, Que.  
Collingwood, Ont.  
Edmonton, Alta.

**The Independent Rubber Co., Limited**  
MERRITTON ONTARIO



## We Pride Ourselves on Dominion Rubber System Service

The mild winter may mean a prolonged wet spring. There may be a much greater demand for Rubbers than you have anticipated.

The dealer who has the complete stock is the one that gets the business.

Just here is where the Dominion Rubber System Service plays such an important part in your business—because it enables you to get what you want when you want it.

Our Service Branches make possible a prompt service to any point in Canada.

Wire, phone or write your emergency orders to the nearest Dominion Rubber System Branch.

### Dominion Rubber System Service Branches are Located at

Halifax,  
St. John,  
Quebec,  
Montreal,  
Ottawa,

Toronto,  
Hamilton,  
London,  
Kitchener,  
North Bay,

Fort William,  
Winnipeg,  
Brandon,  
Regina,  
Saskatoon,

Edmonton,  
Calgary,  
Lethbridge,  
Vancouver,  
Victoria.



# Footwear in Canada

A Journal of its Findings, Making and Sale.  
Published Monthly for the Good of  
the Trade by

**HUGH C. MACLEAN, LIMITED**

HUGH C. MacLEAN, Winnipeg, President.

THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO  
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade  
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers  
VANCOUVER - Tel. Seymour 2013 - Winch Building  
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building  
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.  
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### Jobbers May Have Samples Earlier

Manufacturers and jobbers have been requested to co-operate with a view to samples being ordered by the jobbers at an earlier date than is now the custom. It is suggested that manufacturers should have their samples ready for inspection about June 15th, instead of in August. The movement originated with a Montreal firm of manufacturers, the idea being that the date suggested would be of particular benefit to Ontario jobbers who would thus be in a position to start out their travellers directly after the Toronto Exhibition. The 15th of June would give the manufacturers ample time to get the samples ready by the date of the Exhibition, so enabling retailers to inspect them during their visit to Toronto. If the samples were ordered earlier than at present, they would be in the jobbers warehouses early in August. The matter has been taken up with the Montreal and Quebec branches of the Shoe Manufacturers' Association, and although there was not complete unanimity on the subject, some manufacturers in Ontario, Montreal and Quebec have agreed to have their samples ready by June 15th. One advantage claimed is that the early ordering of samples by jobbers would facilitate the prompt delivery of the samples, and also make for the better filling of the regular orders.

### How to Read a Trade Paper

A few days ago we were in the office of a large shoe manufacturer and the talk drifted around to the reading of trade papers. The habit of many business men is to skim over the book as quickly as they can, picking out, possibly, a few items that may be of interest to them; then the book is thrown aside and forgotten. This manufacturer says that when the trade paper comes in he places it in front of him on his desk and reads it thoroughly from cover to cover. If his attention is needed elsewhere the book remains open at the place where he left off. Then when he is able he resumes reading. This may be in an hour, or a day or two days, but in any event the book is always open, ready for his convenience. Every news item is read just as carefully as every advertisement and, in this way, he gets the fullest value from the book.

The man who says he "hasn't got time to read the trade paper" might well profit by this suggestion. Leave the book on your desk in front of you—always open at the place you left off—read it systematically and thoroughly. It is only in this way that you can hope to receive the complete benefit.

\* \* \*

### Open to All Manufacturers

At a meeting on March 24th of the organizers of the first Canadian Shoe and Leather Exhibition, to be held in Kitchener in July, it was proposed by Mr. L. O. Breithaupt, and seconded by Mr. L. W. Hanson, that the exhibition be thrown open to all manufacturers of footwear and the allied industries in Canada. This resolution was carried unanimously, the general feeling being that this would better assist in the development of the entire footwear industry throughout the Dominion.

Mr. A. Inrig, of the Lady Belle Shoe Company, Kitchener, was in Toronto on April 7, and, with Mr. Hanson of the United Shoe Machinery Company, visited a number of Toronto manufacturers with a view to ascertaining just how this proposal appealed to them. They found the majority to be highly enthusiastic and willing to co-operate in every way.

\* \* \*

### What's in a Price

What's in a price? Often it is the deciding point between distrust, confidence or real appreciation. We all know that if a man stood on a street corner and tried to sell five-dollar gold pieces for 98 cents he would be arrested as a suspicious character and remanded for medical inspection. That's distrust. Sell an article at its fair value plus a legitimate profit and you establish confidence. Sell an old painting or a rare set of books for a thousand dollars and you create real appreciation.

The right selling price will assist in sales, while a wrong one may obstruct sales. A price that is too low is very often more dangerous than one that is

### **"Less Than Cost" Announcement Out of Date**

A retailer who had been in the habit of announcing his clearances as "Shoes worth up to \$8 now \$2.98, tried the experiment recently of saying that he would sell shoes which had been in the house from one to three years, and which were perfectly good but out of style, for \$2.98, without mentioning previous prices. He says he had the quickest and most successful clearance he ever conducted, also proving to himself that truthful advertising yields the best results.

too high. Sometimes a change in price, even very little, one way or the other will greatly increase sales. In the psychology of selling we have found that an automobile, for instance, will sell at \$495 more readily than at \$500. Again a car is priced \$985 and many people will buy it who would hesitate to pay \$1,000. Beyond question there is a certain price for each article that will greatly increase its sale and it would be the part of wisdom for retailers to give more thought and study to the matter. Above all, do not create distrust by marking your merchandise too low.

\* \* \*

#### **Concerning Oiled Floors**

A woman in Stirling, Ontario, brought an action for damages against George Reynolds, boot and shoe retailer of that village, for injuries alleged to have resulted by slipping on the defendant's oiled floor. The action was tried at the Supreme Court at Belleville, Ont. The plaintiff went into the shoe shop last summer to look at some shoes and while there slipped on the floor, breaking her arm in two places, injuring her knee, side and other parts of her body. The solicitor for the defendant contended that she entered the store of her own volition, knew the floor was oiled and that it was usual and proper to oil floors. A customer was only entitled to be protected from "unusual" dangers and an oiled floor could not in any way be defined as an "unusual danger." The case was, therefore, dismissed and the plaintiff ordered to pay the costs of the action.

While this judgment should not deter retailers from making their floors as safe as possible it is very interesting as transferring the liability from the merchant to the customer.

\* \* \*

#### **Use of Price Tickets**

There is a disposition on the part of many shoemen to avoid the use of price tickets on window displays—thinking, in many cases no doubt, that the price will frighten away the customer but that if they once get the customer into the store the value of the merchandise will offset the price objection. There is

another viewpoint—that of the customer—which is sometimes not taken into consideration and that is—the customer is just as likely to think the price of an unmarked pair of shoes is beyond his reach. The greatest number of buyers, by far, consists of those of limited means—the middle, or working classes. Therefore, in not quoting prices on goods in window displays, the merchant is making it very difficult to get the business of this majority. A great deal of the success of "popular-price" stores is due to the fact that they are liberal with the use of price tickets and signs and it is no doubt also true that much business is lost by "exclusive" stores because they do not display prices and consequently frighten away window-shoppers who might otherwise purchase. A certain oil company in Toronto sends around to automobile owners a little monthly booklet of short stories and news about their different products. At the end of each booklet there is a post-card printed in order form, the heading which reads: "Fill in and mail your order now." And yet nowhere in this book have prices ever been given. Few people are willing to order on such a blind basis, and so the booklet loses the greatest part of its value. It is just the same with a show window that does not display the price. The window is an invitation to "come in and buy." The customer says to himself "I won't go in—I don't know the price."

In certain districts where much of the shopping is done from the windows the scope of appeal is certainly widened, rather than limited, by the plentiful use of price cards.

\* \* \*

#### **U. S. Luxury Tax on Shoes and Hose**

In the recent revenue bill passed by the United States Senate, to become effective on May 1st, a luxury tax is imposed on hosiery and shoes. The clause applicable to shoe store merchandise is as follows: "When sold by or for a dealer or his estate for consumption or use, taxes on the following articles are to be paid by the purchaser to vendor at time of sale on so much of the amount paid therefor as exceeds the price specified: boots, shoes, pumps, and slippers, men's, women's, misses' and boys, (not including shoes or appliances made to order for persons having crippled or deformed feet) in excess of \$10 per pair—10 per cent. Hose or stockings, silk, men's and boys', in excess of \$1.00—10 per cent. Hose or stockings, silk, women's and misses', in excess of \$2.00—10 per cent." Retailers all over the country are urged by the National Association to unite in protest against a tax that is deemed inconsistent and burdensome.

Bill Fitsem says he never asks a woman the size because it's more satisfactory to measure than to argue.

# Mr. Shooman Celebrates Dollar Day—The Story is Told by “One of the Extra Help”

**T**HE town where Mr. Shooman lives is a wide awake little burg, and the merchants in it like to make business hum every so often. For this purpose the majority of them have banded together to form a Dollar Day Association.

The executive of the Association plan a sale twice a year. They advertise the day widely, and supply window posters to the stores that participate. They also plan a special attraction. Last time it was a band playing in the centre of the business section. The individual merchants plan their own special drawing cards, however.

This plan for setting coin in circulation and gladdening the bargain lover's heart has met with enthusiasm and success. It is considered the red letter day of the shopping year when Dollar Day is celebrated.

Mr. Shooman was as eager as any merchant in town to lure the crowds in through his front door. Accordingly, he spent the week before Dollar Day in reducing the price of odd lines of stock to a mere fraction of the original cost. These were the Dollar Day leaders. He had the clerks remove all slow sellers from the shelves and stock rooms. Off came a fat slice of the price as they were flung on the bargain racks. In the course of his investigation old styles and unpopular shades of spats, left overs in boudoir slippers, and a few other pet oddities, found in every shoe store, were dropped into the melting pot of Extraordinary Values. The choicest of these were enticingly displayed in the windows; and the lingering, longing looks that would-be buyers cast upon them were omens of Dollar Day success.

There is a dignity and pleasing arrangement about Mr. Shooman's store that captivates the customer. The displays in the show cases are well arranged. The decorations are tasteful. The stock is clean and well kept. The clerks are deft and courteous. But as Dollar Day approached and huge bargain racks were hung down the centre and side aisles and across the back of the store, with the thought of convenience rather than good appearance, the quiet dignity of the store gave place to a more jocular air. It was as if one and all were conscious that the great commercial frolic of the year was about to take place.

## The Lure of the Bargain

The announcement of a general bargain day called forth an enthusiastic response from the neighboring towns and villages. The radials that led to Mr. Shooman's town were crowded. In the early morning trains there was not even standing room left in the baggage cars. This deluge of women armed with shopping bags and empty valises, pouring out of the station was the first intimation of the throngs of bargain hunters who would soon flood the down town section.

Mr. Shooman had not thought that the extra help would be needed till the middle of the morning. Less than half an hour after opening time an excited but brief message told its own story. The extra help lost no time in arriving at Mr. Shooman's store. Already the crowds were lined out to the pavement and on the

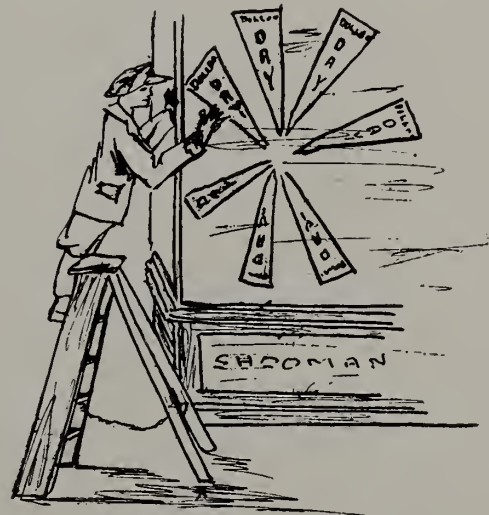
locked door was the promising sign: "Open In Ten Minutes." Fortunately we thought of the back door, and in less time than one would believe were mixing in the indoor melee like veterans.

Salesmanship was a superfluity in that crowd. The "serveself" system of selling was the only method. The clerks were merely able to make out cash slips, send parcels to be wrapped and see that customers received their correct change and parcels.

As the customers were served they were shown to the back door. There the grinning message boy gleefully let them out and refused admission to any who tried to come in. By degrees the store would become fairly empty. Some one would go to open the front door and then the fun would begin again. A fitful strain of music from the band, and then came the elbowing, shoving advance guard with a rush. Woe betide the clerk who hindered their onslaught.

## Customers of Many Types

There were customers of every variety; the jolly Irish mother with a dozen little feet to buy for, and



The idea was given prominence in window displays—outside as well as inside

the thin nervous spinster with the hunted look in her eye and a pinched redness about the nose. The woman's name was legion who grabbed everything in reach in case she might want it. There was the fussy dame who wanted every shoe pulled out of the window because she was sure she saw her size there yesterday. Italians, Jews, Chinamen and dozens of women who would like you to put this pair aside for a while, came with the throng. The shoplifter came too, and had the distinction of being personally escorted to the door by the junior partner.

With the advancing afternoon it was considered safe to leave the front door open. The crowds came and went more placidly. The stock was well picked over, even the reserve bargains were almost gone. The windows were bare except for a hurriedly inserted

sign "More Bargains Inside." Now the customers could get a little more attention. Some even took time to try on shoes. Others became critical enough to compare \$1.90 shoes with the regular ten dollar stock.

However, there were enough bargain hunters to ignore the critical ones. In fact, as the selection became more meagre the purchasers seemed to take almost anything. It was not long before some optimist had bought one yellow and one green boudoir slipper for a pair, and some other fair purchaser had managed to squeeze her ankles into a size two right spat and a size four left.

At closing time the store had an indescribably dishevelled appearance. The racks were bare. Empty boxes and odds and ends were littered broadcast. The jauntiest clerk leaned limply against a show case. The cashier was adding and readding her columns, unable to believe the grand total, while Mr. Shooman was rubbing his hands with delight.

As for the extra help, one was heard to say to the other: "No ma'am we do not deliver today—strictly cash—No ma'am we do not exchange sale shoes. I'll be saying it in my sleep. But say, I wouldn't mind another Dollar Day, would you?"

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## How Much of Your Stock Do You Own?

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**T**HE most profitable goods are sometimes never owned at all, but often sold before payment is due on them. Four "turns" a year means that the manufacturer furnished one-third of the capital and the dealer never owns more than two-thirds of his stock, which all goes to show that "turn-over" is vastly more important than "profit-per-pair." Just how this works out is explained in an interesting manner in a recent issue of Shoe Facts.

If a retailer could turn his whole stock every thirty days, it might be possible to do business wholly upon capital furnished by the manufacturer, and without ever really **owning** a dollar's worth of merchandise.

So the question "How much of your stock do you own?" is not so foolish as it may appear at first sight. The answer to it has a direct bearing upon one of the vital facts of your business: your rate of turnover.

Old Silas Crabtree, who ran the general store of our boyhood days, used to rub his hands with satisfaction as he surveyed his rows of shelves; "Every dollar's worth of it mine, by ginger," he used to say. "Bought and paid for. I don't owe no man a dollar, by heck!" Which was all true enough; but some of the goods on Silas' shelves had been there for years—since before we were born probably—and if we remember correctly Silas' wife did all her own work, and a couple of his children "clerked" in the store outside of school hours. Silas wasn't exactly a shining example of merchandising wisdom.

His stock was bought and paid for, truly, and it represented an asset on his books, if he kept any. But the only way he could get the value out of it would be with a coal-oil can and a match, and even then the Insurance Company would question his inventory.

### A Sign of Weakness

Times have changed since the days of Silas Crabtree, and changed for the better. The modern merchant appreciates that it is not a sign of strength when he owns "every dollar's worth" of his stock. It is more likely to be a sign of weakness—a danger signal.

Silas bought his merchandise pretty much on price. If the quality looked all right, and the price was such that he could make a sufficient margin of gross profit (on paper), he stocked the goods. The modern merchant looks as closely at quality and margin of profit as ever Silas did, but he also asks something else—an important something. "Will these goods sell **fast** enough to enhance my capital, or will they go so slowly as to reduce it? Must I pay for the whole smear out of capital, or will they bring me back some-

thing before they must be paid for? Is there any demand for them among my customers? What do my customers know about them anyway, and is it favorable?"

"Ah, but look," says the salesman, "at the ten cents extra margin! Even if they **are** unknown to your customers you can make this extra profit."

"Too slow," says the retailer. "I'm not interested in **owning** goods, but in selling them. I'll buy the well-known line at ten cents more, and a third of my stock will be sold before the bill comes due. I'll have to furnish capital for but two-thirds of that purchase, as against the whole of your proposition. That's a saving which rather knocks the spots off your ten-cent cut in prices.

"It is to my interest to conduct as much of my business on the manufacturer's capital as I can. If he will create a demand for his goods among my customers, so that I can sell a third or a quarter of them before payment is due, he is simply increasing my financial power by a third or a quarter. My resources will stretch a third or a quarter farther. I can do 25 to 33 1/3 per cent. more business in a year, without increasing my investment, if I can buy every line I carry on the same basis. It will take more than a miserable ten-cent cut in price to offset an advantage like that."

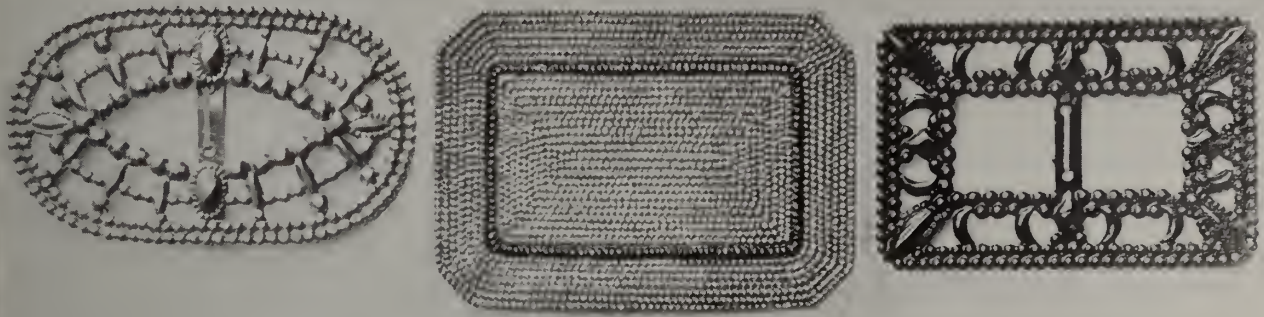
### The Modern Attitude

Such is the attitude of the modern merchant—the merchant who runs his business according to real fundamental principles, who understands the tremendous driving power of consumer demand, who appreciates the big difference between **owning** his stock and **selling** it.

Commercial agencies tell us that a large proportion of the retailers who fail do so because of insufficient capital. But what is "insufficient capital?" Simply capital that does not turn often enough. I know of a middle western shoe retailer who started with a capital of \$167.00, and he owns and occupies a seven-storey building to-day which is worth \$250,000. Another retailer within my knowledge started with a capital of \$20,000, and went broke in ten years. The \$167 was "sufficient" and the \$20,000 was "insufficient." What is the answer? **Turnover.**

What has this to do with owning your stock? A whole lot. The man with the capital of \$167 bought goods which sold so fast that his customers furnished him with part of the cash with which to pay for them. He never owned more than 2/3 to 3/4 of his stock at





The shortage of beaded buckles caused by the inability of manufacturers to secure beads from Europe is being relieved by the introduction of imitation beaded buckles. They are said to be very much more serviceable, too. These are manufactured by the Kescot Mfg. Co., of Providence

any one time. He never had to go clear to the bottom of his resources in order to pay his bills.

The \$20,000 man, on the other hand, bought stock which sold so slowly (being unknown to the consuming public) that his bills were due before he had disposed of any appreciable quantity. He owned 5/6 to 7/8 of his stock all the time, and it was a big stock—a slow-moving stock. And, being slow moving, it grew bigger and bigger. Every time he bought new goods a still bigger surplus was left on his shelves to be sold at a loss. By and by the time came when he had to dig clear to the bottom to meet his bills and cover his losses. And then he was through.

So the question as to how much of your stock you own may be of some considerable importance after all. Assuming that you buy at 30 days net:

If you own 2/3 of your stock, you are turning it 4 times a year, and are making 4 profits. You are increasing the power of your capital by 33 1/3 per cent.

If you own 3/4 of your stock, you are turning it 3 times a year, making 3 profits, and your capital power is increased 25 per cent.

If you own 5/6 of it, you are making but 2 turns and 2 profits. Your capital power is increased but 16.6 per cent.

In other words, if you can concentrate your buying upon fast selling lines, which have the force of a public demand behind them, you can do business on less capital because you never own your whole stock at any one time. You are doing part of your business on the manufacturer's capital.

And remember this; the oftener you can buy, and the smaller the average investment you can make, the easier it is to keep down the proportion of your stock which you own. That is one of the big advantages of letting the manufacturer carry your reserve stock, and of sizing-in weekly or oftener. In that way you can watch your stock more closely, concentrate on the "sellers," and avoid piling up a bunch of "stickers" which you own outright.

First Shoemaker: These tight skirts are fine for the shoe business.

Second S.M: What have skirts got to do with shoes?

First S.M: Well, where a girl used to take a hundred steps to the block, she now takes four hundred.

### Opposed to Guessing Contests

**M**ERCHANTS in the West have, in the past, given some support to an auto contest scheme to boost business, put on apparently by some independent promoter. In this connection the Saskatchewan and Alberta branches of the Retail Merchants' Association have gone on record as being opposed to sales plans of this nature and in their publication, "The Retailer," have the following statement: "We are unalterably opposed to any scheme of the nature of the contest now being conducted by the Auto Contest Company, as a means of increasing business and have already taken steps to see that the section of the Criminal Code of Canada dealing with such matters is amended so as to affectively put a stop to any such scheme in the future. The association considers such contests to be bad in principle and altogether a vicious form of advertising. We believe also that instead of having a beneficial effect on the business of the merchant concerned, it has rather the opposite effect and results in raising a suspicion in the minds of the purchasing public that if the merchant putting on such a contest can afford to give away an automobile and \$500 or \$1,000 in cash, he is pulling down more profit on the sale of his merchandise than he is entitled to. The cry has been raised that, "If I don't go in, my opposition will." Well, let him, if he chooses to do so; we presume each individual retailer is running his own business, and not allowing his opposition to run it for him. Moreover, if each individual retailer would absolutely refuse to have anything to do with any such affair as this until the promoters had secured the endorsement of their Retail Merchants' Association, it would not be long before the country was rid of them.

"If any proposed scheme is considered legitimate, and can be shown that it will benefit the retailer and his customer as well, the Association will be glad to help it along and the endorsement of the Association will go a long way towards insuring its success; but if the scheme is not up to the mark no time will be lost in saying no, and ten chances to one the promoters will not waste their time and ours by approaching us for our endorsement. This simply comes down to an individual matter. Let every merchant absolutely refuse to consider any such proposition until the endorsement of the Association has been secured. Simple,

isn't it?—but effective—and that is what your Association is for. Don't fall for it first, and then "holler" afterwards. Usually there is a mighty poor chance of recovering any of the money you have invested. Do business with legitimate concerns in a legitimate way."

### Hamilton Shoemen Elect Officers

THE annual meeting of the Hamilton Shoe Retailers' Association was held recently, and officers elected for the current year. Mr. Fred L. Kickley, former secretary, was elected president, and the vice-president will be Mr. W. Smith, with Mr. A. L. Wilson as secretary-treasurer. The Association has been formed now about a year, and al-



Mr. F. L. Kickley

though it was merely a trial affair in the first place, the results have made the members highly enthusiastic. A banquet is spoken of for the near future.

### Manufacturer Says No Cause for Worry

THAT there is no immediate cause for worry or complaint over conditions in the shoe industry is the opinion of Col. H. N. Lape, of Julian & Kokenge, Cincinnati. "In all probability" he continued, "the demand for women's high grade footwear will be even greater than the supply. This will apply especially to light, airy shoes, made from kid stocks, which unquestionably will have the call. Colored kids, such as gray and ivory, will be in wonderful demand, but unless the tanners make more prompt deliveries than at present there will be but little use of pushing colored kids. Many of the leading tanners are experimenting in colors, but they offer no encouragement as to time of delivery, or as to the quantities.

"There can be no recession in price for at least another year, as the great demand for kid, both black and colors, will prohibit the dropping of this particular stock, and with the new labor prices which are just being settled throughout the shoe industry, and which must remain in force for at least a year, prices cannot hope to come down, but may show an increase of from 15 to 50 cents per pair over six months ago. I do not mean that the labor cost will be this much, but with

the firm price of leather, and with the additional cost of labor and the rising overhead expense, due to lack of production, there is no relief in sight at present. Personally, I do not feel that there should be any relief. Women are educated to pay good prices for good shoes, and the merchant who wishes for the return of old conditions, when he sold a volume of shoes at \$4.00 to \$6.00, simply does not know the possibilities of retailing merchandise at higher prices.

"We are told that in England black kid stock is in great demand, and selling at \$1.50 per foot, so under the circumstances who can look forward to cheaper shoes?"

"Lace boots will constitute 90 to 95 per cent of the sales for next fall, and there should be a great revival in the character of shoes sold. Wood heels, narrow toes, longer vamps, and leather Louis heels, ranging from two to two and one-quarter inches in height, will be the most popular sellers. Of course, walking boots will be popular, but not in the same proportion they have been during the past few seasons.

"To sum it up, I should say that medium dark gray kid, ivory kid, field mouse and all brown kid, black kid, and one shade of tan calf will cover the color situation. There will be some white boots sold, but the big and sure bet will be black kid boots, with a marked increase in patents.

"Many merchants feel that there is bound to be a drop in price, but they are not in touch with the situation as they should be. When the selling season rolls around, and they find that prices have not dropped, but have increased, they will make their purchases along the same liberal and intelligent lines as they have in the past."

### Joint Action to Get Orders Abroad

CANADIAN shoe manufacturers, at a conference held at Ottawa, on April 4, at the invitation of the Canadian Trade Commission, decided to form an export association, which every manufacturer will be asked to join to undertake joint action in securing for Canadian factories part of the large orders now known to be pending in Europe. The matter of overseas representation will be brought up as one of urgency before the executive of the Shoe Manufacturers' Association of Canada, which meets on the 15th instant. This was one of a series of conferences within trade groups being arranged by the Canadian Trade Commission to bring clearly before Dominion manufacturers the present opportunities in foreign fields, and the all important necessity for creating a permanent export trade to keep factories working full time.

Those present included T. H. Lane, of Ames-Holden-McCreedy; Geo. A. Slater, of George A. Slater, Ltd.; F. W. Manson, of the King Shoe Company, Ltd.; Ralph Locke, of Dufresne & Locke, Ltd.; W. F. Martin, of Kingsbury Footwear Company, Ltd.; W. S. Duffield, of J. McPherson Company; T. Sisman, of the T. Sisman Shoe Co.; Albert Tetrault, of the Tetrault Shoe Mfg. Company, Ltd., and F. S. Scott, of Getty & Scott, Ltd. Mr. H. C. Wilson, inspector of boots in the Militia Department, was offered the post of overseas representative.

Frank Springstead is covering Ontario from Fort William East, and the province of Quebec, including Montreal, for the Minister Myles Shoe Company, Toronto.



**T**HERE is not much doubt but that Easter weather, this year, unlike former years, will be of the kind highly favorable to the blossoming out of new Spring apparel, and every indication points to phenomenal spring business in the shoe stores of the Dominion. Getting off to a good start, however, means quite a good deal and it is safe to say that you will get just about as much business as you

This is the time when your Spring stock should begin to move out freely.

The show window should be considered as a part of your store visible to the customer, and which indicates the character of the invisible portion. It need not be elaborate but it should be neat, attractive and suggestive of the new spring styles on your shelves.

**Plenty of Ideas for Easter Displays**

The Easter season lends itself particularly well to novel and attractive window displays. There are many little kinks that can be employed, such as eggs, rabbits, bunnies, Easter lilies and so on. In fact the range in ideas is almost unlimited, and the cost of carrying out some such design is a minor detail to the advertising value.

**An Easter Innovation**

This year one of the stores down in Boston startled the natives with something like an innovation in



Fig. 1—Suggestion for Show Card

go after. Which is just another way of saying that if you sit down and wait for the people to come in—they'll go some place else.

Easter is a time when the fashion idea is more prominent, perhaps, than at any other time of the year. The minds of the women in your community are already running freely along the lines of new style in dress. They are talking style, thinking style, and doubtless dreaming it, too. The planning of the Spring wardrobe this year will also be free from many of the restrictions that applied to the wartime years.

**Footwear is Coming Into Its Own**

Shoes have taken their rightful place in feminine dress and the problem of changing their thoughts from millinery to footwear is not nearly so formidable a task as in former years.

An Easter campaign, presupposing you have purchased correctly, is largely a matter of advertising and window display.



Fig. 2—Card Design

Easter window trims. They wanted to get something out of the ordinary—a window display that would be entirely different from anything that has gone before.

Here's how they did it.

There is a high-class ladies' millinery store in the same building and the manager of the shoe store had

little difficulty in securing the loan of three of their niftiest Spring creations. The hats were then introduced in combination with his display of Easter footwear—the millinery being on appropriate stands slightly raised above the footwear and the shoes were arranged, of course, so that they corresponded with the style effects in the hats. For instance a lady's sport shoe is displayed along with a sports hat and a dress hat is displayed in connection with dress shoes.

The background color scheme of the window is white and purple. Sixteen pairs of shoes and three hats in all are contained in the display. The shoes are arranged so that eleven pairs are resting on the floor, which is covered with white material, and five pairs are raised on suitable display stands. The centre fixture, which is higher than the others, is placed upon a drapery of purple material. Artificial flowers overhead are used with good effect and a tastefully designed show-card tops off the display.

The manager of the store says that the window is



*Easter Shoes for the Kiddies Too*

Styles the latest. But style is not everything—you want serviceable shoes—and we have just that kind—made of good sturdy leather, in brown or black.

You may safely leave the fitting to us.

Prices reasonable. We want you to have value for your money.

(Your Store Name)

Fig. 3—In advertising children's shoes use suitable cuts

attracting all the attention they anticipated. Women say: "I didn't know they sold hats as well as shoes," but any who enter the store, with the intention of looking at hats, are directed to the millinery store that supplied them—this being their recompense for loaning the headgear. The combination of hats and shoes in the window display, however, links the im-



Fig. 4—There are numerous ideas for window cards

portance of footwear with millinery in the minds of the public, and this is just the thing that retailers are striving for.

#### Show Card Designs

For Easter show-cards the same ideas can be incorporated that are used in the actual window trim—that is, provided you wish to make them a little out of the ordinary, with designs of bunnies, chickens, lilies, and so on, and this is quite worth the little extra expense and effort. (See Figs. 1, 2 and 4.)

#### Use Suitable Advertising Cuts

Some types of advertising lay-outs and display cards are shown herewith. For newspaper advertising it is always appropriate to secure border designs and cuts in keeping with the season. Easter lilies make about the most appropriate design and the cut used in Fig. 5 is fairly typical.

By way of change, and to stir up a little extra business, children's shoes may be advertised for the Easter season, and suitable cuts are, of course, advisable. (See Fig. 3).

If you have a line of white shoes, say "White as the lily for Easter-tide." The old expressions "Just Out," "Newly Hatched," and so on, have lost none of their popularity and are always appropriate, with suitable designs. (Fig. 6).

#### The Opportunity is Worth Some Effort.

Of course it takes a little time and thought to make the windows and advertising work together for more Easter business—but so does anything else



Fig. 5—An advertising suggestion using the Easter lily to emphasize the season

which really increases your turnover. It is well worth the effort, however, for it not only helps to start the spring season with enthusiasm, but it serves to plant the impression in the community that your store is particularly live and wide awake.

Try it out this year. Go over your stock—plan your Easter displays and advertising. See if the results are not big enough to warrant you in giving more time and thought to seasonal opportunities throughout the year.

The Blachford Shoe Manufacturing Company, Toronto, have opened a sample room at the Queen's Hotel, Toronto.

### Women's New York Fashions

The call at present is for solid colors, according to a style report in Modern Shoemaking. Gray kid, brown kid, and some stores report all blacks going very good in highcuts at top prices. Combinations are featured in sales, and that is the only way they are selling this month. Low-cuts are more attractive to ladies at present, apart from prices, than any bargains that can be



offered in high shoes. A few weeks ago Russia oxfords came forth with full leather heels,—a real winter low-cut,—and some thought it would stop at that; but that was only the beginning of the early spring run on low-cuts.

Tans are still good, but now the darker leathers are in demand, but in lighter weights. Mat kid, black kid and patent leather are selling in equal proportions in the regular pattern oxfords. Brown Suede is also being sold. Gray kid and some Suede in the same color with Louis heels also get the call in some sections.

The call for low shoes is here to stay for the season and the regular eyelet oxfords will have some competition from the call for colonials and pumps. Mat kid and patent leather colonials are selling early, also the new closed tongue pump in the same leathers, and this pattern is selling in a plain front, some having two or three small buttons to imitate a button oxford.

A few stores feature the tongue pump in patent leather with a small gore at the side, and report it selling heavily.

### Why Pumps Gape

A shoe manufacturer recommends that retailers, in ordering pumps, specify that they shall be made on regular pump lasts and not on boot lasts. When a boot last is used for pumps, the foot presses down on the shank of the pump and that makes the sides of the pump gape. When a regular pump last is used the foot bears down on the ball and the heel of the foot. This tends to draw the sides of the pump as tight as a string along the sides of the foot.

## Canadian Mission to France Received Some Large Orders

**T**HE deputation of Canadian shoe manufacturers which visited England and France have met with success. Advices from Paris quote the opinion of Mr. Leoucher, the Minister of Reconstruction, that in order to bring the prices of boots and shoes down to reasonable figures large quantities of boots and shoes from the United States and Canada must be imported without hesitation, as was done before the war, the French output having always failed to meet the demand.

Mr. J. Daoust, of Daoust, Lalonde & Co., Ltd., Montreal, has secured a considerable amount of business, and already orders have been received for 31,000 pairs of men's shoes. The bulk of this trade was done as the result of the firm's exhibit at the Lyons Fair. A considerable order for leather has also been obtained. Mr. Daoust has appointed Mr. Benezech, of Paris, the firm's representative for France and Belgium and the Export Association of Canada, Ltd., British representative. The entire business of these representatives will be placed with Daoust, Lalonde & Co., who guarantee to deliver given quantities per week for England and France, within certain periods after the receipt of the orders.

The Tetrault Shoe Manufacturing Co., Montreal, has also received some large orders for France. Mr. Nap. Tetrault being now in that country.

Mr. Daoust and Mr. Oscar Dufresne are expected to be in Canada by the time this issue is published. On the eve of his departure Mr. Daoust sent us the following interesting letter:

"You may be interested in knowing something of the Lyons Fair. There are 3,500 booths with 4,300 exhibitors, representing all kinds of manufacturers. All the allied countries are represented and so is France. Our Canadian section is the one which attracts the greatest attention. The C. P. R. has several booths where they show the different cities of Canada, the Rocky Mountains, the largest hotels and in the cities we see electric cars, steam trains and steamers running.

"I have done quite well here, having booked about \$250,000 in two weeks, but the only way to do business is to quote in French money and c.i.f. French port, including also the customs duties; freights and duties to be paid by the buyer and then deducted on the invoice when remitting. Some of my good friends of Canada, acting as representatives, did not have the same success, as their instructions were to quote prices in Canadian money, f.o.b. factory or Atlantic port. I believe that they should have been given fuller powers by their principals and conformed themselves to the habits of the country.

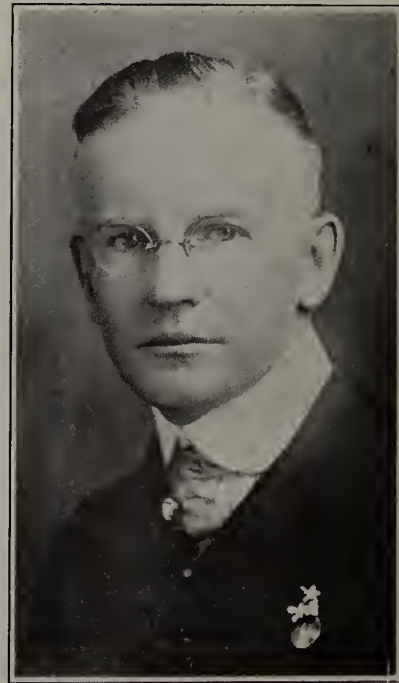
"There are embargoes and restrictions as to the importation of goods, and licenses have to be secured. In England these restrictions have just been removed and France is expected to do the same, especially on essentials and as agricultural implements, boots and shoes and some other lines.

"The Canadian government is opening a credit of \$25,000,000 to France and also similar amounts to Roumania, Serbia and Greece. This will help business transactions. Sir George Foster, Mr. Lloyd Harris

and the Hon. Philippe Roy, Canadian High Commissioners in Paris, were here this week. All these gentlemen are doing their utmost to foster trade for Canada and they deserve much credit for their efforts. The Canadian government is to be commended for having selected such capable men. Sir George Foster has made a few speeches in French at some of the banquets we had at Lyons and I can assure you they were much applauded, the people understanding him perfectly."

### New Manager of Hartt's Montcal Store

**M**R. W. G. MILLER has been appointed manager of the Hartt Shoe Store, St. Catharines Street, West, Montreal, in succession to Mr. E. J. Hanlon. He has been in the shoe business for seventeen years, resigning as manager of the retail branch of the Amherst Boot & Shoe Co., Amherst, to go to Montreal. Mr. Miller held the position in Amherst for six years. He is a strenuous advocate of advertising by retailers, and freely used the papers when in Amherst. Rejected for overseas,



Mr. W. G. Miller

Mr. Miller did a large amount of work in raising funds for patriotic purposes, particularly in the way of organizing entertainments. Before leaving Amherst, Mr. Miller was entertained at dinner by the Young Men's Civic Club, of which he was president, and presented with a travelling companion. The Daughters of the Empire also presented him with a silver cigarette case and match case; and the Golf Club (of which he was secretary-treasurer) gave him a Victory bond.

### Changes in Hydro City Sales Staff

Mr. A. Foster, who has represented the Hydro City Shoe Manufacturers, of Kitchener, in Eastern and Northern Ontario for the last twenty-five years, has been forced to retire through illness and his territory will be handled by Mr. John Lauffer who has been representing the Hydro City Company in Ontario and the West for twenty years. Mr. Lauffer's former territory will be covered by Mr. Taaffe.

## Fourteen Points in Salesmanship

**T**RY to understand your customers.  
Sympathy is the better half of salesmanship.

\* \* \*

Be courteous. Civility costs nothing, but it earns dividends.

\* \* \*

Sell what your customers want.  
Not what you want to sell. Salesmanship is service.

\* \* \*

Study your customers' feet.  
Squeezed corns are poor aids to business.

\* \* \*

Keep your dignity. Salesmen are as worthy as statesmen and as necessary.

\* \* \*

Make your customers feel welcome, but don't fuss.

\* \* \*

Be straight in all things. You are less likely to get insomnia that way.

\* \* \*

Never be above learning. No one knows everything about anything.

\* \* \*

Do not patronise your customers. In good salesmanship obligation is mutual.

\* \* \*

Never appear impatient. The best fish are generally shy of the bait.

\* \* \*

Make suggestions; but make them intelligently and helpfully.

\* \* \*

Never talk goods above value. Repeat sales are better than catch profits.

\* \* \*

Have the courage to say no. If you are out of a line, you can get it.

\* \* \*

Be businesslike in all things. Muddle negatives success.

# The Troubles of a Merchant—How to Stop Them

One-third of Failures Due to Incompetence and Inexperience—A Large Per Cent.

Attributed to Lack of Capital, but Majority to Bad Management

**M**R. G. W. Sulley, of the lecture bureau of the National Cash Register Company, Dayton, Ohio, recently delivered a very interesting lecture to the merchants of Winnipeg and Brandon. His subject was: "The Troubles of a Merchant and How to Stop Them" and was, in part, as follows:

I am very glad to speak tonight under the auspices of the Manitoba Board of The Retail Merchants' Association of Canada Inc. We believe in such organizations. The day of cut-throat competition in business is **past**—co-operation is the spirit of today and it is through such organizations as this that business men learn to co-operate.

An organization of this kind may be useful in many ways, but undoubtedly one of its most important services is to give its members an opportunity to talk over business problems and to bring to them the best ideas on business organizations and management. It is to discuss these with you that I am here tonight.

Our company does not **pretend** to know **all** about retail business, but there are certain underlying principles which we have learned from our own experience and the thirty-three years spent in collecting retail business ideas from merchants in all parts of the world. Merchants **have** their troubles. I do not believe I need to prove that fact to you who are present. But in case there may be doubters, I wish to call attention to some figures on retail business failures in Canada during the year 1916. These involved a total loss of \$5,142,397. Over 590 there were in all; 2 in every business day. Undoubtedly your community contributed its quota.

Moreover, if there were 590 legal failures, how many merchants were there who failed to make a reasonable profit, and who worried along from day to day, making no more than their head clerks?

If the men who went under in these failures were the only ones who suffered, it would be sad, but not so serious, but each failure reacted through the community in which it occurred. Nearly always the banker or the wholesaler was involved in the loss. Moreover, many of the failures resulted from unwise price cutting, which forced all competitors into unfair competition, and after the failures came bankrupt sales.

Unsound business methods injure every one and an association like yours can render no better service than to bring to its members information regarding the most up-to-date business methods.

## The Cause of Failure

When we analyze the causes of failures we find some very interesting facts. Of course, no absolutely accurate figures can be obtained, because many failures are due to a number of causes, but the figures shown here are the result of analysis by financial experts. I would like to call your attention to these figures because they suggest so strongly the need for better business system.

One-third of the failures were due to "Incompetence and Inexperience." These men lacked knowledge of good business methods. They didn't know how to

establish a system that would give them proper control over their business, check losses, prevent neglected duties, and stop mistakes.

A large per cent failed because they lacked capital. Presumably they had too little to start with, and on its face it does not appear that knowledge of good business methods would have helped them. Yet we all know that. The man with little capital, who turns it over frequently and doesn't allow it to become tied up in credit accounts, often forges ahead. Moreover, in starting a business and keeping it going credit is as important as capital and the merchant who can show his banker and wholesaler a clear-cut and satisfactory statement of his business standing will find it as useful as collateral in securing a loan. As evidence of this I want you to note this statement of Edward N. Hurley, former chairman of the United States Federal Trade Commission.

"In the future, the business man, large or small, will not be able to receive credit on loans unless he is not only sound financially, but can show that he is conducting his business intelligently."

It is evident, therefore, that many of the failures listed under the heading, "Lack of Capital," might have been prevented had these merchants possessed a knowledge of good business methods which every merchant should employ.

"Specific Conditions," the third largest cause of failures we will pass over. Under this head are listed

Under the heading "Trade at a Glance" in the fourteen largest cities of the Dominion, Bradstreets report retail business "Good" in every one but Winnipeg, where the exception was the result of rainy weather.

family causes, fires, and conditions peculiar to the respective businesses that failed.

However, failure due to fraud, the fourth largest cause, might just as well be put down as "Lack of Adequate System," for certainly no merchant with a system in his business that will enable him to show a profit, would even be tempted to resort to a fraud to increase his bank account or would suffer fraud on the part of his employees to the extent that he would become even a near bankrupt before the discovery of such a fraud.

## Lack of Proper System of Management

I might go on down the list, but certainly I have already established the fact that a great majority of failures are due, not to fire, flood, or misfortune, but to lack of proper system in business management.

In calling attention to these figures on business failures, I would not for a moment suggest that any of you gentlemen here tonight are on the verge of failure. The very fact that you are here shows that you are out



for new ideas, and an open mind is a business man's best asset.

At the same time, I think I am safe in saying that few of you are making all the money you think you should make, and without doubt, lack of an adequate business system—the thing that causes the most failures—causes also the greatest disappointment with profits at the end of each business year.

One of the greatest weaknesses with the business system of many stores is a poor form of organization. I can best illustrate what I mean by telling you of our own experience in the early days, with the wrong plan of organization.

The cash register was invented in 1879 by James Ritty, a merchant of Dayton, Ohio. He was on his way to Europe and was worried because he had to leave his business in the hands of others.

During the voyage he happened to go down into the engine-room where he saw the dial that marked the revolutions of the propeller. It suddenly occurred to him that he might make a similar device to record transactions in his store, and upon his return to Dayton he built the first cash register. It was a crude machine, however, and never proved practical.

The first practical cash register was invented in 1891. It simply punched holes in a roll of paper. At the end of the day the merchant counted the holes in the rows and so determined the amount that had been recorded.

At that time Mr. Patterson, president of our company, was in the coal business, and in connection with a small mine at Coalton, Ohio, he ran a general store. The store was doing a good business, but for some reason was not making money. Mr. Patterson heard that registers were being made in Dayton, and bought two. From that day his store began to show a profit.

Naturally, Mr. Patterson became much interested in the future possibilities of the cash register as a business necessity. He thought that what was good for his little store at Coalton would be good for every store in the world. So in 1884 he bought out the business and established the present company.

The business prospered until 1892, when the company placed on the market a new and higher type register. But instead of receiving checks for these registers, this is what happened. The registers were returned from all parts of the world as defective.

The company then started an investigation and found many bad conditions in the factory and in the neighborhood, which have since been corrected. It also found that it lacked adequate plan of business organization. The president, manager and superintendent were carrying the whole burden of the business. They were so loaded down with petty details and responsibilities that they had little time to look after its larger needs. Of course, the business suffered.

It was decided to reorganize and at that time the pyramid form of organization was developed. Under this plan each man is given definite tasks for which he is accountable. He knows and the management knows where responsibility lies. This shows our pyramid organization as it stands today; the stockholders at the top, under them the Board of Directors, and the Executive Council, and under them the whole factory organization, in which each responsible employee is assigned definite duties. As a result of this plan our whole organization has been reversed. The officers, instead of being at the bottom of the pyramid bearing

the burden of all the rest are now at the top freed from details and with time to plan bigger things.

The president, manager, and superintendent no longer have to carry the whole factory on their shoulders. Each man carries his part.

This is the proper organization for a factory, and it is also the proper organization for a store.

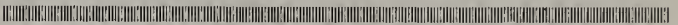
### You Can't do all the Thinking

Too many merchants are wasting their efforts on details and in trying to do all the thinking and planning for their business. They forget that clerks too have brains, and that nothing will do more to develop their ability and interest in the store, than giving them definite tasks for which they are individually responsible.

No merchant should allow himself to be placed at the base of the pyramid bearing the whole weight of his business. He should distribute responsibility and place himself at the top where he may be free to think and plan.

I would recommend to each merchant present, that you draw up a pyramid of this sort for your store. This is merely a suggestive one for a store with four clerks and a delivery man. Each of you should assign tasks and fix responsibility considering the needs of your particular business and the number and capabilities of your clerks.

You will notice that in this pyramid the chief clerk supervises the other clerks, assists in buying, helps to watch credits and to plan advertising, and watches for



Spats for Baby—made of moleskin cloth with white, pink and blue edging



leaks. As far as possible the merchant relieves himself of all minor duties.

The second clerk orders over the telephone. The merchant selects for this purpose a clerk who has a clear voice and one "With a smile behind it." A large percentage of orders are received over the phone, and nowhere is courtesy and pleasantness more necessary. This clerk also checks outgoing orders. Mistakes and losses from this source must be prevented. And he is asked to watch other stores, for every successful merchant, in friendly rivalry, not in hate, watches his competitor's prices and business. Department stores in large cities have employees who do nothing else but report on competition.

The third clerk looks after the arrangement and

keeping of stock. The merchant, in preparing him for duty, has told him that goods should be displayed in the store so that, as far as possible, they will sell themselves. Goods that will tempt the customer should be placed near the door where they will be seen when customers come in and go out. Staple goods and advertised bargain articles, on the other hand, should be placed where the customer, in seeking them, will pass displays of other goods. And without crowding the shelves or floor space, as much goods as possible should be displayed where customers may see them. Many a merchant has failed to make the profit he should make because he allowed his storeroom to fill up with unsalable goods. He may have realized the danger, but being so busy with other details, it escaped his attention. If however, he had made this clerk responsible for watching stock and then watched it himself, as far as possible, the likelihood that he would accumulate unsalable stock would have been much less. This clerk also sees that inventories are made from time to time and watches the condition and movement of stock. If a certain line is not selling and may spoil or get out of style, he calls it to the merchant's attention so it may be prominently displayed and pushed.

The fourth clerk is assigned the task of looking after window display and learning from other windows. It may be that the merchant's wife herself also takes an interest in this without becoming directly connected with the business. As a majority of sales are made to women many of the purchases are prompted by window display and this is a branch of the business in which a woman can be of real assistance.

Finally the delivery man is made responsible for seeing that deliveries are correct. He is also instructed to report all complaints. It is by listening to complaints and adjusting them that a retail business keeps satisfied customers and grows. Delivery men hear more complaints than all clerks combined, yet in the majority of cases the complaints to which they listen get no further. Surely the merchant does wisely in instructing the delivery man that one of his specific duties is to report all criticisms, either of goods or service.

In suggesting that every merchant should thus distribute the work in his store I do not mean for a minute to imply that he should neglect to watch these things himself. He should continue to check his business in every detail. But he should not attempt to carry the whole burden himself. Instead he will expect each clerk to carry his part, thus saving his own time and energy for more important things.

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## The Help Problem—Training Clerks— Compensation—Is the P.M. System a Good One?

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**O**TTO HASSEL, of Chicago, who is known as the largest retail distributor of men's shoes in the United States, was in charge of this topic, at the National Convention of Shoe Retailers. "The largest problem in the world to-day," said Mr. Hassel, "is undoubtedly the settlement required at the peace table after the great World's War, and the next in importance is probably the settlement of the help question after the world conflict. So you see an ordinary shoeman must decide positively one way or the

Mr. Retailer—see that your trade paper is **PUT TO WORK** in your store. See that articles **YOU** ought to read do not escape your attention. Then pass each issue to your **EMPLOYEES**. They will give better **SERVICE** to your customers if they are kept informed of conditions in the shoe and leather industry.

other the most vital question which confronts trade to-day. To avoid the impression that any comments on the help question are given as instructions to others, I think it is well to state that no definite instructions can be written on this subject. Conditions under which the retail shoe business operates are too variable for this.

"One is safe, however, in stating without qualifications that there are two great essential virtues that all help must have. They can possess these the moment they enter your employ. By your recognition of these qualities in a new employe, your personal training of the employe is secondary. They will acquire all the essentials of a good salesman, which are well known to us as courtesy, stock knowledge, ability to properly fit shoes, etc. These two essentials are Honesty and Ambition.

"There is only one kind of honesty; ambition must be of the laudable kind—that which gives the employe and employer impartial consideration. With these two virtues as a base, any employe is almost certain to learn all the essentials required to make him or her an efficient, permanent fixture in your business. Therefore, in the training of help one must give the employe as much credit for the training as the proprietor who generally receives all the credit.

### Proper Environment and Stimulation.

"Your main duty in their training, it seems to me, is to see that they have proper environment and stimulation. Include under environment the quality of merchandise you offer the public, and your policy laid down for its disposition to the public, as well as working conditions. Let them know by your policy that the naked reality is preferable to the most dignified appearing camouflage. The bulwarks of any business are its employes.

"Your second largest investment is in your help—second only to your patrons. Lack of stimulation and no future have deteriorated races, so the greatest stimulation (proper compensation) should be applied with greatest care to your bulwarks.

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### War-Time Humor

Much has been said on the English lack of the sense of humor. In a recent issue of *Punch* there appeared a cartoon depicting a little girl with her mother examining a pair of shoes. The inscription accompanying the picture is as follows:

Mabel, (on seeing some war-time shoes arrive on approval): "Mummy, are they real cardboard?"

In commenting on this cartoon, an English shoe trade paper becomes quite wrathful, winding up their denunciation of "a libel on war-time boots" with the statement: "The artist who drew the picture evidently does not know that war-time boots are made under government control of leather only, while the editor appears to be equally ignorant."

# The Merchandising of Broken and Discontinued Lines—A Few Suggestions and a Little Advice

**T**HE merchandising of broken and discontinued lines formed the subject of an interesting talk recently delivered by C. A. Kilbourne, prominent Minneapolis shoe retailer, before a gathering of Minnesota retailers. The disposition of broken and discontinued lines, he said, is more of a problem in the shoe trade than in perhaps any other line of retail business on account of the number of sizes and widths in each model which the retailer must buy. This makes it all the more necessary to use intelligent methods in disposing of such goods.

What can we do to reduce short and left-over lines? We all make mistakes, but let us strive to make as few as possible that they may be less of this class of merchandise in our stocks.

## Right Buying One Point

The first point is right buying, for the simple reason that proper buying will go far toward eliminating left-overs. In this connection let us consider buying for your own trade, and buying what that trade wants. One of the best ways to do this is to work with your own salespeople, and consult with them regarding styles requested by customers. By being on the floor a part of the time every day yourself, you hear many expressions from customers that will help you to a knowledge of what to buy.

The traveling man in whom you have confidence is one of the best sources of suggestions relative to the new styles that the trade will want. Another means is the "want slip" which each salesman can hand in to you at the close of the day covering requests for styles and merchandise not included in your stock.

## Study Your Sizes

By keeping a record of your sales as to sizes, even though you do so for a short time only, you will learn that a buyer must be careful in scheduling his size sheet for a new style. It is surprising how different the wanted or selling sizes are in different seasons, and in this knowledge will make it easier for you to buy correct sizes and widths.

There was a time when we felt we could care for extra small and extra large feet in almost every style we bought. In one way we could afford to do this for the reason that shoes were much cheaper than they are today but present prices now make it more important that we buy the sizes that are most saleable.

In selecting lines to include these extra small and extra large sizes we have found from past experience that picking one good seller in each different leather is desirable. For instance, select one black kid dress shoe, also a staple black, and follow that idea through with the wanted colors, such as browns, grays, etc.

In this way the extra sized feet can be fitted properly, and after all it is not so much the shoe as the proper fit.

## Arrangement of Your Stock

Arranging the styles you are most anxious to dispose of in the most convenient place helps greatly in

getting rid of them. Staple merchandise can be put almost anywhere, and the sale will not be hurt.

Having the stock arranged according to a system makes it easier to find the desired shoe, and sales are made much quicker and better because the salesman learns the stock more readily. In your system of stock arrangement, for instance, you may group your black shoes according to price with your grays, whites, browns, etc., arranged in the same manner. This is also helpful when extra help is required.

## Keeping Goods From Becoming Shopworn

One of the greatest evils in retailing shoes is the shopworn stock, and one of the most prolific causes of shopworn merchandise is too much marking on the soles. I would suggest that any necessary marks be made on the linings.

Have a system whereby shoes, after being shown to customers, must be placed in their cartons. Where there are ledges there is a great temptation to throw shoes on them, and consequently they soon get shopworn and lose their price value. Many retailers are doing away with all ledges.

Many lines of shoes stay on the shelves because the cartons have become so soiled that their appearance kills the line in the eyes of the salespeople. Re-boxing makes the entire line appear fresh and desirable, and it is surprising how readily they sell.

## Overbuying Common Evil

One great difficulty is that many of us buy conflicting styles. I mean that one style too closely resembles another, and thereby ties up double the capital needed, whereas one style would have answered the purpose.

Many times we think we should add another style when by going through our stocks we find that we already have styles that would be a good substitute for this new one, and we can accordingly buy it for ourselves. Always be open to buy. Never be entirely bought up, then you can always buy the new things which are continually springing up. In that way your stock is always kept fresh and desirable in the eyes of the public.

## Study Your Prices

It is just as important to have shoes at the price you trade wants to pay as it is to have the styles they want. One of the best ways of learning the price wanted is to keep a record of every sale because in this way you get accurate information regarding the price which your customers prefer, but, of course, conditions from one season to another alter these prices to some extent.

## Buying Samples and Short Lines

For the ordinary stock, buying samples and short lines is not necessary; your own stock makes plenty of them. Therefore, buy from yourself. Under this head we can class special orders, for they are no more or less than samples, because no matter how careful you are in taking them you always have some left over, and

the sooner we discourage special orders the better it will be for retailer, manufacturer and customer.

### From Personal Experience

I have tried to tell you some of the precautions that from experience we have found helpful in making fewer pairs of broken and discontinued lines. Next comes the question of how to get rid of these short lines in the most profitable manner.

### P. M. Excellent if Handled Right

I am a great believer in the p. m. system where it is not abused, and to prevent this there must be rigid rules. To dispose of short lines you must keep them constantly in the minds of your salespeople. You can tell them about them, and you can urge their sale, but there is nothing like "premium money" to get action.

Our system is to arrange these short lines, which we are always adding to as our stock keeps making more, into lines by themselves; viz., taking all black leather styles and making one line, sizing the sizes and widths together, all novelties in another line, and low shoes in distinct lines in the same manner.

With this arrangement the salesmen can find the main thing, which is the size, and when properly fitted receive their money's worth, for no matter how good a style may be unless it fits the purchaser does not get full value.

### System of Marking

We have a system of p. m.'s in card form, each card representing five dollars in numerals ranging from five to twenty-five cents. All premium merchandise is stamped on the cartons in points, five cents for each point. For example, figure 5 represents twenty-five five cents; figure seven represents thirty-five cents, etc.

When a salesman sells a pair of these shoes he marks the lining of the shoe, if it is a five point premium, with a figure 5, with a line underneath this, and underneath the line his sales number. This makes a notation in the form of a fraction. For example, the mark 5-10 on the lining of a p. m. shoe shows a p. m. of twenty-five cents on a sale made by salesman No. 10.

The salesman then takes his sales check, the shoes and his card, and shows them to whoever has authority to pass upon these matters. His card is punched the amount of the p. m. to which he is entitled. When his card is full he turns it into the office, and is paid the amount, five dollars, less any returned p. m.'s which may be charged up to him.

### To Eliminate Abuse and Carelessness

To prevent abuse and to eliminate the danger of a salesman taking advantage of customers by misfitting p. m. shoes, we have a check system which works well. If, after a customer has worn a shoe she finds or thinks she was misfitted, and on examination we find that she was the shoes are taken back, and she is allowed what she paid for them on another pair. The pair returned, owing to failure to properly fit, is charged to the man who sold them, put back into stock, and the price thereof is deducted from the salesman's later premium money.

When the salesman sells this particular returned pair the amount for which they are sold will be credited to him. You can readily see that by this system there are few misfitted pairs of p. m. shoes.

Arranging short lines for clearance sales as I have

outlined makes it convenient to dispose of them. However, no matter what price we put on shoes included in clearance sales we always put a p. m. on them because then they are always on the salesman's mind and stocks can be closed out without taking such big losses as are generally incurred in disposing of short and discontinued lines.



Mr. Jas. Waddington, formerly manager for eight years of No. 1 store of the Rannard Shoe Limited, Winnipeg, has opened up for himself in the retail shoe business at 340 Portage Avenue, Winnipeg. Mr. Waddington has been connected with the shoe business in that city for the last eleven years, being three years with Thos. Ryan & Co., wholesale dealers, and the remainder with the Rannard Shoe Limited.

### Different Sizes in Box Toes and Counters

There are as many as five different sizes of leather boxes put into the toes of shoes in some of the last-ing rooms. To make shoes perfect it is as necessary to have different sizes in boxes as in counters, although a good many do not think quite so much of the boxes as they do of the counters. Where good shoes are made they run as many as four different sizes of counters even in misses' shoes and three different sizes in children's. In infants' as many as four sizes are often used. To put in a small counter in a large size shoe means that it will not fit and it is the same if the counter is too large. In either case the heel-seat will not be right. There may be a very little difference in the sizes of counters but the difference is there just the same and this difference exists as much in the smaller sizes as it does in men's and women's.—Shoe Topics.

### Practical Pointers for Repairmen

In getting a pair of welt shoes ready to sew, you will find on women's work that it is much better to cement the sole and bottom, as the insole in women's shoes never runs over a 5-iron and often much less. Cementing the half-sole before welting it makes it stick well and holds the insole in shape, giving you a good job.

To mention the oiling of a machine may seem to

some rather unnecessary, yet many do not know the best way of oiling a machine. Machines should be oiled sparingly and often, and excess oil should be wiped off, for oil evaporates with exposure, and gums on the machine parts. This will require a much more thorough cleaning of the machine at more frequent intervals, and in the end will require much more time. Dust and dirt accumulate more readily on a machine saturated with oil, too, and it will be found that covering the machine at night prevents this to a great extent.

In applying a new sole to a double sole shoe, some repairers do not shive down the middle sole. Instead they add a piece of shived leather so as to even up the forepart.—Shoe Repair Shop.

## Cash vs. Credit

By H. B. Scates, of Boston

**T**HIS topic is of interest to every dealer who has any reason to handle his merchandise in both ways. Smaller stores, of course, do not have the same problems that the big city face, and not so many of them do much of a credit business. The fact is that cash basis is best for all concerned. The charge customer, as a rule, seems to expect more than the cash one. The fact that the bill is yet to be paid seems to imply that they expect an extra service and are more prone to make kicks and be harder to please.

This fact increases the cost of doing business, and in the long run the cash customer pays for this overhead. This is hardly fair to the latter, and gives a premium to the customer who does not lay down his money when he gets his goods. Any system that increases the cost of distribution makes for either less profit or a higher price, and the merchandising problem becomes further complicated.

Keeping down the overhead is an ever present problem in all stores, and the dealer who can do business on a strictly cash basis is always better off in every way. He is free from captious customers who, feeling they have yet to pay the bill, can return merchandise or make claims that are not warranted. This policy makes for an increase in the operating cost, especially in large stores, where a special office must handle all such accounts, as well as the returns and complaints.

Large city stores are rapidly abolishing the return privilege, or at least cutting it down, as far as time limit is concerned. There is movement to eventually permit nothing of the sort. A sale made should stay made and the buyer should assume the responsibility when no misrepresentations have been made and the goods are all they should be. The less credit business the less trouble any dealer will have, and the same may be said of the customer.

## How to Determine and Buy Women's Style Shoes

**T**HE round table to consider the question, "How to Determine Style and How to Buy Women's Style Shoes," led by Julius Goldberg, of O'Connor & Goldberg, Chicago, was perhaps the largest attended discussion of all at the recent St. Louis Convention, and created great interest. Mr. Goldberg expressed the opinion that the trend of styles would continue from the point to which they were evidently going at the start of the war. He said he believed any

really pretty shoe was a good buy, but explained that the Style Committee was endeavoring to work out a plan with the manufacturers of colored kids so that the shoe retailers would in reality dictate the colors to be used in shoes rather than the manufacturer.

Mr. Goldberg emphasized the fact that the retailer was the man who was in touch with the demands of the general public and, therefore, was in a better position to know what colors should be used in the production of shoes than the manufacturer. He said the Style Committee was against a great quantity of colors, and favored limiting them to two shades of brown, dark and medium; two shades of gray, dark and medium; and a new shade of gray somewhat on the order of the field mouse, but what would really be called beaver.

He said if the models were quiet, dignified and refined a really stylish line of shoes would result. He also expressed the opinion that there would be more French heels sold than ever before, giving as a reason the fact that women are evidently going to wear longer skirts. He stated his belief that combinations are really up to the length of the skirt worn and that long skirts will automatically cut out colored tops, but that the long skirts would create a demand for more elaborate footwear, with the result that there will be an excellent business in fancy buckles, etc., for pumps.

In regard to satin pumps, he expressed the opinion that they were really too warm for summer wear. He favored the continued elimination of the very great number of lasts which formerly required a retailer to buy a new last before he had received orders on previous samples.

Bill Fitsem was called upon the other day to explain to a fair patron that "4-B" on the box did not stand for "four bucks."

### EADY'S SHOE HOSPITAL

Longer Life  
to Them!



You'll be surprised to find how much good service may be had from an old pair of shoes that you've about decided to throw away.

Often the uppers are so good that new heels and soles will make the shoes almost as good as new.

Our Modern Shoe Repair Shop is fully equipped for such "hospital" work on shoes for men and women. We use the best oak leather soles or any of the good fibre soles; leather or rubber heels.

We can do the work quickly or while you wait in our comfortable waiting room.

**EADY'S** Yonge St.  
Arcade and  
Victoria St.

Telephone Main 4331.

### Eady's Shoe Hospital



#### "Watch Your Step!"

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## Repair Department in Neill's Peterboro Store One of the Most Complete in Canada



**T**HE R. Neill Company, of Peterboro, have just installed in their handsome new store a complete shoe repairing equipment consisting of a No. F-50 Champion repair outfit with a Champion "Universal" new model curved needle and awl shoe stitcher; a Champion new model combination clincher fastener and heel slugging machine; a Champion new model, No. 5, hand power skiver and a Singer patcher.

Several features in connection with this equipment are of unusual interest. The finishing outfit is fitted with four specially designed "no-friction" clutches, which, instead of being thrown in by a hand lever, are

The leg of the edge trimmer is solid to the floor, and being of extra heavy construction, prevents unnecessary vibration. The edge-finish pots are conveniently located below the burnishing wheels and the shelves, instead of being sloping, are level. In this repair department the shelves on the machine have been extended clear back to the wall, so as to give room for storing taps, rubber heels, etc. Between the stitcher and the finishing equipment a table, with drawer, is provided for tools and oil cans.

### Special Features on Stitcher

The stitcher is a four-cam machine, fitted with a positive cam-operated needle guide, a thread measur-



Repair department in the basement of the retail store of R. Neill & Company, Peterboro

engaged and disengaged by means of foot pedals. The whole equipment has been designed to relieve the main shaft of unnecessary drag and this has been so successfully accomplished that a motor of 1 to 1½ h.p. is all that is required. The machine is wonderfully quiet in operation. All working parts, instead of being placed over the centre of the frame, hang forward allowing the operator to stand back clear of the machine, enabling him to work in a natural position and with a minimum of effort.

The Champion friction edge setter, with which this machine is equipped, is a wonderful time-saver. It is self-adjusting to any width simply by moving a small lever on the top. It is not, however, a spring adjustment, requiring considerable force to operate. The operator simply takes a shoe in his left hand, moves the adjusting lever with his right hand and is ready to go ahead. This device is friction-heated.

ing device which automatically measures out every stitch for the work, irrespective of change in thickness, and has an automatic thread lock which locks the thread before it is pulled in, insuring an even lock in hard or soft leather. The thread spools are at the top rear of the machine, high above water or oil. The stitching range is from four to sixteen stitches to the inch, from single thickness to five-eighths. A feature of the machine is that the presser-foot remains up while the operator is putting the work in place, enabling him to use both hands instead of having to hold up the presserfoot with one hand. A steel apron in front of the work table prevents all damage to the upper. In using this stitcher it is not necessary to channel the sole beforehand, as this is done automatically in advance of the stitching. It is worthy of note, also, that instead of gouging out a channel and leaving the stitching exposed, this machine simply raises a lip of

leather which can be beaten down to cover up the stitching, thus presented a very finished appearance and adding to the wearing qualities of the shoe.

The stitcher is electrically heated and the wax-pot is situated within a few inches of the take-up lever which prevents undue cooling of the thread before it reaches the work. Furthermore, the wax-pot is small in size, the purpose of this being to prevent, as far as possible, any large amount of wax being left in the pot after each day's work. The electric heat is very simple and convenient. The heating elements are in the form of cartridges a few inches long. Two are used, one for the wax-pot and the other over the shuttle. The



Champion combination clincher, fastener and heel slugging machine, installed in Neill Store at Peterboro

heater on the wax-pot also heats the take-up lever, which is a feature not found on gas-heated stitchers. Six degrees of heat are obtained by means of a controller located on the stitcher and after the required heat has been reached it can be maintained on a smaller current consumption. The machine is ready for operation in about twenty minutes after turning on the current, the consumption being 1 8/10 amperes, or just about the amount of current required for a good sized electric lamp.

**The Champion Nailer**

The combination clincher fastener and heel slugging machine installed in the Neill store is one of the latest lines of the Champion Shoe Machinery Company and is a distinct improvement on the old style loose nailers where the work of changing from one size fastener to another involves much more time, it being necessary to remove the nail hopper and run out the six or eight inches of nails in the magazine. In this new model, which we believe is the only one of its kind on the market, the nails and slugs come in reels, being wound around just like wire. Four reels—three of clincher fasteners and one of heel slugs—are placed on the machine at one time and the change-over from one size of fasteners to another, or to heel slugs, is accomplished simply by moving a lever at the side of the machine. The spacing of the fasteners or slugs is also regulated by moving a lever. Either of these operations is only the matter of a second.

The machine in operation simply makes a hole in the sole by means of an awl, (similar to a stitcher), which also carries the work around as the nailing progresses to a point under the throat where the driver forces the nail into the awl hole. The nail is support-

ed in the throat on its downward path by a movable piece which keeps it in the correct position and every nail is absolutely straight. This is a special feature on this new machine not found in any other type of nailer. The principle is just the same as a carpenter holding the nails between his two fingers while they are being driven.

The fastener, going through the leather, comes into contact with the top of the horn on which the shoe rests. A slight depression in this horn is so designed that it turns the point of the nail up into the leather again, clinching it in the form of a J. The operator is able to nail close to the edge of the shoe, which ensures the job being watertight and also gives a better appearance to the work.

The working speed of the machine is from three hundred and fifty to five hundred clincher fasteners or heel slugs a minute. As indicating the efficiency of this nailer we have been informed that an average workman can handle about 100 dozen pairs a day on it, whereas by hand 3 dozen would be a good average.

There are nine different sizes of clincher fasteners from 3/8ths to 7/8ths and heel slugs in five sizes from 3/4ths to 5/8ths. An advantage over the hand nailing method is that the work is held under strong compression during the process, the innersole and outsole being firmly bound together and making the join absolutely waterproof.

The repair department is located in the basement of the building in a location that is bright and airy. Work is raised and lowered to the store by means of a dumb waiter. This is shown on the left of the photograph. The table in the foreground is fitted with drawers on both sides and these are used for storing materials. Mr. T. Tremblay, who is in charge of the department, is an experienced shoepack maker and is very enthusiastic about the new outfit and Mr. Kidd, vice-president of the Neill Company anticipates that before long they will have more work than they can handle.

**Why Men Fail**

This is Bradstreets' Classification of Business Failures

<b>1. The Beginner's Handicaps—</b>	
Lack of capital .....	29.7%
Incompetence .....	30.2%
Inexperience .....	4.6%
Unwise credits .....	2.0%
	-----66.5%
<b>2. Factors Threatening Success—</b>	
Competition .....	1.9%
Failure of others.....	1.3%
Sickness, death, fire, etc. ....	16.5%
	-----19.7%
<b>3. Character Breakdown—</b>	
Fraud .....	10.3%
Neglect of business .....	2.0
Personal extravagance.....	.7%
Speculation .....	.8%
	-----13.8%
	-----100.0%

# Toronto Repairers Learn Benefits to be Derived from Proper Book-keeping

**A**T a recent meeting of the Toronto Shoe Repairers' Association Mr. James Herriot, accountant Ontario Division Gutta Percha & Rubber Limited, Toronto, spoke to the repairers on the advantages to be derived from a good system of bookkeeping. The system which Mr. Herriot discussed is in the form of a book that is designed to keep account of a repair shop business for two years. Copies of this system had been secured from the National Leather and Shoe Finders' Association of St. Louis, and distributed by Gutta Percha and Rubber, Limited, to all members of the Toronto Shoe Repairers' Association so that they were able to follow him clearly by referring to their books as he discussed each entry. Mr. Herriot emphasized the necessity of observing certain little business rules before any system of bookkeeping could be a real success and his talk on accounting was sandwiched with helpful bits of advice. His address, in part, was as follows:

There is no business that can be carried to successful results unless some system of accounting is adopted. There are various systems—the larger companies using very complicated systems—but what we want to discuss is a simple method for the man running his own business, who does not want to employ a book-

keeper but does want to know if he is making both ends meet and if he is keeping the balance on the right side. No man can make a success if he does not keep a record of his income and expenditure. Sooner or later he will find himself "at sea" and in need of a business doctor.

You do not need a bookkeeper to do the things shown in this book. You can do them just as well yourself. Doing these things carefully each month will enable you to watch your business and make it tell just what it is earning. But before we take up the matter of keeping the book it might be well to refer to some other matters which are necessary to have kept in good shape before you can make a success, and which are closely connected and lead up to the accounting system.

### Some of the Requirements

One of the first requirements is to have a clean and tidy store—one where everything has a place and everything is in its place. You will agree with me that this of itself is a help and a time-saver; to be able to lay your hands on any article just when you require it and not have to sort over a pile of articles to get the one you want. Keep all articles of the same kind neat-

Condition of Business.		Date	19	
ASSETS		DEBTS		
Cash in Bank		Owe on Machinery		
Cash on Hand		" " Tools		
Fair Value on Machinery		" " Furniture		
" " " Tools		" " Materials		
" " " Furniture				
Materials on Hand (cost price)				
Accounts Due from Customers				
Finished Work (uncalled for)				
		Present Net Worth (Difference between Assets and Debts)		
Total		Total		

**NOTE:** After you have filled in the various items of ASSETS and DEBTS, add both columns and DEDUCT the DEBTS from the ASSETS. The difference will show your NET WORTH. Enter this amount on the line marked "Present Net Worth." Then, add the two columns and their totals must agree.

Fig. 1—This gives you the present condition of your business



## Simplified Accounting System for Repairers

Month \_\_\_\_\_ 19\_\_

Day	This column is for cash sales only. Cash received for work already done is a "Cash Sale."			Day	This column is only for expense items which are paid in cash or check, but not for material		
1	Total Cash Sales for this day				Paid for Rent for Month		
2	"	"	"		"	"	Light and Power for Month
3	"	"	"		"	"	Heat for Month
4	"	"	"		"	"	Insurance (one month)
5	"	"	"		"	"	Tax or License "
6	"	"	"		"	"	Wages 1st week
7	"	"	"		"	"	" 2d week
8	"	"	"		"	"	" 3d week
9	"	"	"		"	"	" 4th week
10	"	"	"		"	"	" 5th week
11	"	"	"				Express or Freight
12	"	"	"				Postage
13	"	"	"				Other Expense Items on lines below
14	"	"	"				
15	"	"	"				
16	"	"	"				
17	"	"	"				
18	"	"	"				
19	"	"	"				
20	"	"	"				
21	"	"	"				
22	"	"	"				
23	"	"	"				
24	"	"	"				
25	"	"	"				
26	"	"	"				
27	"	"	"				
28	"	"	"				
29	"	"	"				Charge off on Machinery, 1%
30	"	"	"				" " " Tools, 1%
31	"	"	"				" " " Furniture, 1%
This total goes in Gain or Loss column on line 2, opposite page				This total goes in Gain or Loss column on line 7, opposite page			

Fig. 2—The sheet on which you enter daily sales and monthly expenses

ly piled together, whether on shelves or in a special store-room. You will find that this will enable you to take inventory quickly and correctly and will be of great assistance when the traveller calls for an order. You can tell in a glance just how your stock is and whether you need to order more. It will perhaps save you ordering a fresh supply of what you may have hidden away in the shelf or cupboard. It is also good policy to keep old stock to the front so that your stock will always be fresh and not shop-worn.

There is another point I would like to impress on all of you and that is, when a traveller calls on you for an order, insist upon his leaving a copy of it with you so as to avoid future complications and help you to know just where you are at. I do not know what the general practice is in this respect but the Gutta Percha & Rubber, Limited, salesmen's books provide for this and you should see that you get your copy. It will be a guide to you and prevent errors when goods are received. Make sure that your order is correctly written; that the proper prices and discounts are shown and proper terms and allowances for bulk shipments, etc., are marked in. This may seem a small thing but you will allow that many grievances and much friction often arises through what appears to be small things. Errors occur and countless troubles arise and have to be adjusted when they could have been avoided by a little precaution. The salesman is also required to procure your signature to the order, which is also a good thing.

#### Check Up Shipments

When you receive goods, it is the custom to have a delivery slip, one of which you retain and the other you sign, the latter being taken by the carter who delivers the goods. Do you check the goods as to quantity and weight before signing? If not, you are laying up trouble for yourself. Shippers are only human and make mistakes just like anyone else. It would only take a minute or two to check the goods and then you are protecting yourself as well as the man who delivers the goods.

If you sign for the delivery "blindly" and then, after an hour or so, check up and find a shortage, you get sore, call up the wholesale and rase Cain generally. The sales department has to refer the matter to the factory or warehouse; the shipper, as a matter of principle, claims his count was correct and there is a certain amount of doubt all around because if you signed for the correct shipment his word is as good as yours. However, there is a lot of telephoning and letter-writing and possibly after many days you are allowed the shortage—as a matter of policy. Now all this friction could have been avoided at the start if you had checked the goods on arrival because you would have had the delivery man as a witness to the shortage.

When receiving express or railway shipments make sure that the packages are in good condition and not damaged. If there are any signs of tampering or if the cases or cartons are broken, do not give a clear receipt, but mark the bill "In bad order." You want to have a "come-back," or claim, in case the shipment is damaged.

Keep all delivery slips, as they are handy to check invoices. It is good practice to have one or two clip files to keep all papers safe. There are a great many mistakes occur through the careless handling of papers and documents. My advice is: file the order, the delivery slip and the invoice together and see that they all check with one another. If you find the delivery is

### Was This Your Shop?

A man went into a Toronto repair shop with a pair of shoes to be fixed. He suggested they be repaired in a way that he had heard was used by many repair shops. This man said "I don't do it that way." "But," said the customer, more for the purpose of securing enlightenment than anything else, "other repairers say this method is quite satisfactory." "I'm telling ya I don't do it," the repairer snapped, pushing the shoes back to the customer.

Some repairers seem to lose sight of the fact that customers are necessary to their business.

not according to order or that articles have been substituted, get after the house at once and have the matter straightened out. When the invoice is received, check with order and delivery slip. If the terms are not correctly entered, you know what to do. Do not wait until you get your monthly statement and then refuse to pay any of it until correction is made. Report the matter at once. All companies are anxious to have their customers satisfied and you can rest assured that a corrected invoice or credit slip will be sent you immediately.

Keep all your unpaid accounts together so that when the monthly statement is received you may be able to check the same intelligently.

Now we'll get ahead with the book which you have on your hands. On the back of the front cover you will notice "Get a Memorandum Book." You do not need an expensive book, but get one with about 200 pages. Divide this book into four parts, to be used as follows:

(1) The materials you buy—whether for cash or credit. Enter them on the debit side, deducting allowances and cash discounts. On the credit side enter the amounts you pay for materials purchased.

(2) How much you owe on machinery and tools. This is entered on the debit side. On the credit side you enter how much you pay each month on machinery and tools.

(3) How much you owe on your furniture—how much you pay each month on furniture.

(4) The credit you give to customers—what you collect from these customers.

#### Keep a Daily Record

If you are not the happy possessor of a cash register, keep a cash slip each day, on which you will enter each sale as it is made, cash received for work already done and to be treated as a cash sale. Do not forget to enter all receipts and also payments as they are made.

Now if you are going to start using this book on the first of the month you will need to take an inventory on the last day of the previous month, of all material you have on hand. If you have adopted the ideas outlined in the first part of this talk you will have little difficulty in doing this, neither should it take you very long. Take a list of all your stock, not forgetting the articles used for "window dressing" or show purposes for, strange to say, I have known these to be forgotten. Price the inventory from your invoices or memo book, entering actual or net prices in all cases,

## Simplified Accounting System for Repairers

Month \_\_\_\_\_ 19\_\_

**NOTE:** This space is intended to show the GAIN or LOSS on your month's business. Fill it out at the END of each month.

1	Material on hand (see Inventory below)			5	Material on hand 1st of this month		
2	Cash Sales { See total in first column on opposite page			6	" bought this month { See your memorandum book		
3	Credit Sales { Work done during month not paid for			7	Expense { See total in second column on opposite page		
4	Loss for this month			8	Gain for this month		
Total				Total			

**NOTE:** After filling in the items on lines 1-2-3-5-6-7, add the two columns. The difference between the figures will show the GAIN or LOSS. If a loss, place the difference on line 4. If a gain, place difference on line 8. Then add both columns and they must agree.

**NOTE:** This space is intended to show the PRESENT NET WORTH of your business. Fill it out at the END of each month.

9	Cash In bank { Get balance from stub in check book			16	Owe on Machinery and tools		
10	" on hand			17	" " Furniture		
11	Machinery and Tools (see inventory below)			18	" " Materials		
12	Furniture (fair valuation)			(Get above amounts from your memorandum book)			
13	Materials (see inventory below)			19	Present net worth		
14	Accounts due from customers { See your memorandum book						
15	Finished work uncalled for						
Total				Total			

**NOTE:** Fill in the above items. Then, place the difference between the totals of each column on line 19. Then, add both columns and they must agree. Get item for line 9 from your check book. Get items for lines 14, 16, 17, 18 from your memorandum book.

**NOTE:** In this space take an inventory of the Materials you have on hand (cost price).

**NOTE:** This space is for inventory of your Machinery and Tools. Deduct 1% each month for wear and tear.

Sole Leather Blocks (cost price)				Stitcher (present value)		
" " Bends " "				Finisher " "		
" " Strips " "				Rollers " "		
Rubber Heels, Men's " "				Skivers " "		
" " Women's " "				Sole Cutters " "		
Upper Leather Skins " "				Motor " "		
" " Patches " "				Tools " "		
Finishing Materials " "				Sundries " "		
Nails " "						
Thread " "						
Ink " "						Total
Wax " "				Deduct 1% for wear and tear		
Sundries " "						
Place this total on line 13 above				Place this total on line 11 above		

Fig. 3—This will give you Profit and Loss on the month's business and also net worth each month

(This same inventory will need to be taken at the end of each month.)

In your inventory of machinery and tools you want to be fair and get the **present** value of these articles. Take the actual cost to you at the time purchased, deduct 10½ per cent per annum for the length of time you have had them. This is about equal to 1 per cent per month and is a fair valuation for all practical purposes. Each month you will deduct 1 per cent for depreciation.

Treat your inventory of furniture just the same as your inventory of machinery and tools.

Now we are prepared to start the book filling in the form on page 46 (See Fig. 1). This gives you the condition of your business—or, in other words, your assets and liabilities.

Now you can start with the monthly record on page 47 (See Fig. 2). Your cash receipts are entered each day from the sales sheet or your cash register. On the expense side you enter the expenses as they occur. Referring to "rent," some of you live in apartments above the store, and should keep your household expenses separate and distinct from your business. Your store should bear a fair rate of the rent. Light and power should be treated in the same manner as should also heat, or fuel, insurance, etc. If you are an employer of help, you will see where to enter these charges, but how about your own salary? Do you charge your business with a regularly weekly salary? If not, you should because that's the only way you will ever be able to keep accurate records. It is unfair to keep taking a dollar or two dollars from the till and not keep any record of it. Draw a certain salary each week and enter it properly. Several blank lines are provided for expenses not listed, such as advertising, etc. Depreciation is figured as a part of "overhead" expense.

The form shown on p. 49, Fig. 3, is intended to show, at the end of the month, the gain and loss on the month's business and also your net worth at the end of the month. The two tables at the bottom of the page are for figuring inventories of materials on hand and machinery and tools.

There are twenty-four sets of these forms in the accounting book, each set being good for one month.

Mr. Herriot also addressed the members of the Hamilton Shoe Repairers' Association on the same subject on Wednesday, April 2nd. The system described is one of the most simple we have ever seen and from the interest already shown it is certain to become very popular with Canadian repairmen.

### Largest Scrap Leather House

**T**HE C. G. Flynn Leather Company, of Boston, Mass., are recognized as the largest and one of the oldest scrap leather and leather remnant dealers in the world. For over a half century this firm and their predecessor have been located in the centre of the Boston shoe district buying and selling remnant and scrap leather. Mr. C. G. Flynn, the manager and principal owner of this business house, has been engaged in this business for over 20 years under his own name and was for 15 years preceeding employed by and later a partner in the firm of John Spence & Co. to which concern the C. G. Flynn Co. has succeeded. Mr. Flynn is well known, having been doing an export business of good proportions for thirty five years.

This particular industry or clearing house for the

leather dealer and shoe manufacturer is a decided factor in the commercial transactions of the shoe and leather industries, linking up buyers and sellers of odd lots of merchandise which are perfectly good and have real good market values. A buyer in a shoe factory frequently wants a small lot of a particular leather, which for illustration is not being made but which can be found in odd lots in the dealers hands. His particular trade demands this particular tannage, grade, weight, or shade of leather and the manufacturer must have it at any cost. To have this leather made up to order may be out of the question or at least a great expense, more than it is worth. The remnant and scrap leather dealer probably has this lot of leather in stock and has been sufficiently introspective to see in advance that some day this very lot would be asked for and he has invested his money to facilitate the distribution of this good leather and prevent a total waste on the part of the original shoe factory owner.

It is surprising to note to what a volume of dollars this business actually amounts. During one year the C. G. Flynn Company carried on a business of \$1,000,000.00. Their advertisement which appears in this issue of Footwear in Canada calls the trade's attention to several lots of upper and sole leather which are available at attractive prices.

### Pointers on Fitting

**S**OME valuable pointers on how to fit shoes properly were given by Dr. E. N. Case, of the Scholl Manufacturing Co., Ltd., Chicago and Toronto, in a lecture before members of the Montreal shoe section of the Retail Merchant's Association of Canada, on April 3rd. The association is now located in the Dandurand Building, St. Catharine Street, East, and the lecture was given in the hall of the association.

Dr. Case, who was assisted by Dr. A. Peschon, illustrated his talk with a large number of slides. He remarked upon the investigations on foot troubles carried out by Dr. Scholl, and then explained the important bearing that the proper care of the feet has upon the general health and efficiency of people. He mentioned in particular curvature of the spine as being due to foot troubles. The speaker also described the functions of the nerves, ligaments, muscles, bones, etc., of the legs and feet, this information all leading up to the absolute necessity of properly fitting the shoe if foot troubles were to be avoided.

Dr. Case emphasized the importance of fitting the shoe on the third and fourth toes. Every business man, he said, took between 3,000 and 4,000 steps per day. He asserted that 90 per cent of the people had foot trouble; out of 1,385 feet examined by him 1,290 were fitted with short shoes, the great source of foot troubles. This point was emphasized again and again, Dr. Case remarking also upon the trouble caused by short stockings. Many of the slides showed the effect of fallen arches, and how the trouble could be relieved. There was, said Dr. Case, a great need for education in respect of the care of the feet, and this education could be given through the retail shoe dealers.

Several questions were asked and Dr. Case elaborated many of the topics referred to. In the discussion, it was remarked that shoes were designed mainly from the style end, and that little attention was paid to the question whether they complied with the ideals of scientific and healthy conditions necessary for the proper fitting of shoes.



When a White Shoe comes into your Store – get down a Case of



The WHITE CLEANER

for "Blanco" and White Shoes are inseparables; and their friendship outwears the Shoes.

*"'Blanco' keeps White Shoes White"*

It satisfies your customers because it does its work so well. They want "Blanco" and only "Blanco" as long as they have a white shoe to put it on.

It Whitens; it Cleans; it Preserves. Easy to use and always ready for use. Applied in a moment. No trouble, no "messiness." Clean and Handy.

You don't have to stock "Blanco," you just sell it — or rather, it sells itself! 'Blanco' means good profits and quick profits.

Ask your Jobber for Supplies.

Manufactured by

**JOSEPH PICKERING & SONS, LTD.**

SHEFFIELD, England.



# FOOTWEAR FINDINGS

## Happenings in the Shoe and Leather Trade

C. A. Davies of Blachford, Davies & Company, Toronto, accompanied by Mrs. Davies, sails for England, from New York, by S. S. Mauritania, on Saturday, April 12. Mr. and Mrs. Davies will also visit the continent and expect to be absent about three months.

E. S. Scarrow, shoe retailer, Owen Sound, was in Toronto, recently, visiting the trade.

The stock of the Palace Shoe Store, Hamilton, (Mrs. C. W. Elliott), was sold by auction on April 3.

Hyman Ironstone, of Sudbury, Ont., who handles boots and shoes and men's furnishings, suffered loss by fire, recently.

Fred R. Foley, shoe retailer, Bowmanville, recently closed his annual anniversary sale and writes us that it was a sweeping success—the best in eighteen years. The farmer, says Mr. Foley, is kicking about hides going down and leather and shoes going up—the high price of shoes being about the only fly in the ointment just now.

R. R. Dupere has joined the sales staff of the International Supply Company, Kitchener, Ont., and will help out H. L. Taylor, who is in charge of their Montreal branch.

Adlard W. Lanouette, shoemaker, has been elected alderman of Verdun, defeating the former member by 114 votes.

W. T. Woodall, shoe tack manufacturer, Maisonneuve, died recently after an illness of three months. He was one of the oldest manufacturers in the city.

A. G. Mooney, of the A. G. Mooney Co., Montreal, was a recent visitor to Toronto.

Chester Craigie, sales manager of Ames-Holden-McCreedy Ltd., Montreal, has been on a coast to coast tour, visiting the various branches of the Company. Mr. Craigie first went West as far as Vancouver, and then returned to Montreal, leaving immediately for St. John, N. B.

Felix Forbert, shoe retailer, Lindsay, is opening a branch store at Orillia, Ont.

The stock and store of M. L. Diamond, shoe retailer, Hull, Que., was recently damaged by fire and water. The loss was insured.

Fischell Segall, operating the Royal Shoe Store, Montreal, Que., has registered.

The Shand Shoe Co., Limited, Windsor, N.S., suffered fire loss recently.

Mr. and Mrs. Henry Elliott, of St. Thomas, recently celebrated the 48th anniversary of their marriage. Mr. Elliott has been a shoe merchant in that city for twenty-eight years, and Mrs. Elliott was the daughter of E. C. Phillips, who conducted a shoe business in St. Thomas for many years.

A by-law has been carried in Guelph, Ont., granting certain concessions to the Premier Rubber Footwear Company, of which Mr. F. E. Partridge is at the head. The new factory, it is said, will be erected this summer.

C. H. Reilly, boot and shoe dealer, Welland, Ont., suffered loss recently by fire.

The capital stock of the Murray Shoe Company, Limited, London, Ont., has been increased from \$100,000 to \$200,000.

Dr. Hastings, M. O. H. for Toronto, has sent a letter to the Board of Education denouncing high-heeled shoes and too short shoes and stockings. He says that twenty

per cent. of the public school pupils are flat footed and a large percentage of the girls have corns.

Duchaine Shoe Reg., Quebec, Que., have registered as jobbers of shoes.

Rannard Shoe Limited, Winnipeg, have been awarded the contract to supply footwear for the local police force. They had the contract last year also.

The year old son of Andrew Davis, of the Davis Leather Company, Newmarket, Ont., died as a result of pneumonia recently.

The death occurred recently of Richard Larmour, formerly of Cornwall, Ont. For nearly thirty years he had conducted a boot and shoe and dry goods store in that place and retired a few years ago.

Mr. A. Grimason has opened a shoe store in Winnipeg at 266 Portage Avenue.

Gagnon, Lachapelle & Hebert, 55 Kent Street, Montreal, contemplate additions to their factory this year.

The local branch of the Retail Merchants' Association, at Regina have gone on record as being in favor of closing all retail stores at 6 o'clock every evening, including Saturday. Petitions will be circulated in an effort to have a local by-law passed to this effect.

Getty & Scott, Galt, Ont., have taken over the former Crown Hat Company's building on North Water Street, in which is being installed their turn shoe department. The change has been made necessary by a constantly increasing business, which has greatly congested the original factory.

The annual meeting of the Dominion Executive of the Retail Merchants' Association of Canada was held in Ottawa, at the Chateau Laurier, on March 17-18. J. A. Banfield, of Winnipeg, was appointed president for the coming year. Three other Winnipeg members were in attendance, namely, Horace Chevrier, past president; C. F. Rannard and W. G. Devlin. The two latter are well known Winnipeg shoe merchants.

Warren T. Fegan, proprietor of the Big 88 Shoe Store, Toronto, is back in harness after a lengthy vacation in California and the West. Going down, Mr. Fegan took the middle western route and returned through Vancouver and the Canadian West, the journey covering in all about 8,000 miles. Mr. Fegan enjoyed perfect health at all times and had a most enjoyable trip.

James Waddington, formerly manager of No. 1 store of Rannard Shoe Limited, Winnipeg, has opened under the name of The Waddington Shoe Company, at 340 Portage Avenue. He will handle high-class goods for men, women and children. Mr. Waddington has been 14 years in the shoe business and is well known to the trade.

The assets of Roderique & Alain, shoe retailers, Montreal, have been sold.

The factory of J. M. Stobo, Ltd., Quebec, which was seriously damaged by fire, has now been rebuilt, and the firm are again manufacturing their lines of men's welts and McKays, women's McKays, and boys' and youths'. The company have decided to brand their lines, which will be known as "The Windsor Shoe." For fall a number of new lasts and patterns have been added to the firm's samples. The intention is to extend the operations of the company which will be represented from coast to coast. The lines



**SALE OF  
Surplus Military  
and Naval Stores**

**Dry Goods, Camp Supplies,  
Food, Hardware, Scrap  
Metal and Junk**

Cloth; new and second-hand clothing, equip-  
ment, hardware, tents, blankets, camp sup-  
plies, etc. : : Flour, jam, canned evaporated  
milk, tea, coffee, etc. : : Condemned clothing,  
junk, old brass, metals, leather, rubber, etc.

**Sales will be made by Sealed Tender**

Persons desiring to tender are requested to  
communicate with **THE SECRETARY OF  
THE WAR PURCHASING COMMISSION,  
BOOTH BUILDING, OTTAWA**, stating the  
items in which they are interested, whether  
new or second-hand or both.

Arrangements will be made to have samples  
on exhibition at places throughout Canada;  
specifications, full details, and tender forms  
will be mailed when ready to those who have  
registered as suggested above.

**If Interested Please Apply Now**

**Institutions May Make Direct Purchase  
Without Tender**

Dominion, Provincial, and Municipal  
departments, hospitals, charitable, philan-  
thropic, and similar institutions which are  
conducted for the benefit of the public and  
not for profit may purchase goods without  
tender at prices established by the War  
Purchasing Commission.

All communications should be addressed to  
the Secretary, War Purchasing Commission,  
Booth Building, Ottawa, who will be glad to  
supply lists and further details to those inter-  
ested.

**Jobbers Should Note!**

**New Castle**

**Quality**



**Kid**

Supplies either glazed or natural  
surface, black or colored, this  
famous product is always reliable  
and uniform in quality.

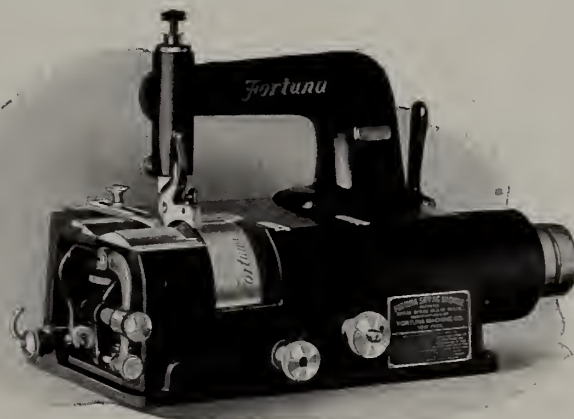
Quantities shipped promptly.  
Samples supplied.

Canadian Agents for  
**FRED RUEPING LEATHER CO.**  
Calf and Side Leathers, Ooze Splits and  
Barrett & Co. Skivers.

**New Castle Leather Co.  
NEW YORK**

Canadian Branch:—335 Craig St. W., Montreal  
Factory:—Wilmington, Del., U. S. A.

**Fortuna  
Skiving Machine**



**For Manufacturers who Skive Leather, Felt,  
Cork, Rubber or Paper**

Used extensively by Manufacturers of  
**SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE  
SUPPORTERS, WELTING, ARCH SUPPORTERS**

Sole Agents for Canada

**Fortuna Machine Co.**

127 Duane Street - NEW YORK

are represented in Quebec by Mr. C. M. Mills and in Ontario by Mr. R. H. Mills.

Beardmore & Company, leather manufacturers, are now going ahead with the erection of a building to be used for skating, hockey, and curling and the laying out of tennis courts and bowling greens for their employees at Acton, Ont. The company have for a long time had this idea of recreation for their employees in mind and the plan will be put into operation with all possible speed.

C. F. Rannard of Winnipeg who was during the latter part of March attending the annual meeting of the Dominion Executive of the Retail Merchants' Association of Canada, spent some time also among the trade in Toronto and elsewhere. Mr. Rannard reports that his present rate of turnover is the greatest in the history of his business and that a smaller percentage than ever is in imported goods.

The Tetrault Shoe Manufacturing Co. Ltd., Montreal, are building a solid brick addition to their No. 1 factory on Demontigny Street. The site is 28 x 60 feet.

Geo. G. Gales, the well known Montreal shoe retailer, has just returned from a business visit to the principal United States shoe manufacturing centres.

A local branch of the Boot and Shoe Workers' Union has been formed at Brampton, Ont., with a membership of fifty.

Mr. A. C. Carey, has sold his shoe business in Edmonton, and is looking for another site. He spent the winter in California, and is now in Toronto with his father, Mr. J. Carey, who has a store on King St. East.

Ed. Laforte, formerly in the shoe business for himself, at 742 Valier Street, Quebec, has been appointed general manager for A. W. Bedard, one of the best known shoe retailers in Quebec. Mr. Bedard has opened a new store in St. Sauveur in the location formerly occupied by Mr. Laforte.

The manufacturers of Kitchener and Waterloo, Ont., have organized and have decided to apply for a charter with capital stock of \$4,000. The new organization will be known at the Kitchener and Waterloo Manufacturers' Association, and among its objects will be promotion of housing facilities for working men, and the provision of a sufficient quantity of fuel for householders by securing the advantage of the short haulage from Port Dover. The following provisional directors were appointed: Messrs. H. M. Snyder, Jas. Valentine, A. Bauer, Waterloo; G. C. H. Lang, Fred Ahrens, J. H. Baetz, A. R. Kaufman, E. C. Kabel, W. E. Woelfle, Henry Niberg and F. Hodgins, Kitchener. Immediately after the association has been incorporated the permanent officers will be elected.

A delegation of retail merchants recently waited on Hon. A. K. MacLean, at Ottawa, and presented a series of recommendations for consideration of the Government. Among them was a suggestion that active steps be taken to prevent dishonest advertising.

H. Tremblay, shoemaker, Midland, Ont., suffered loss by fire recently.

Herbert A. Bastock, shoe repairer, Toronto, has sold out to Louis Applebaum.

The name of J. R. Barry & Freres, leather dealers, Quebec, Que., is among recent registrations.

The Cluff Shoe Company, Vancouver, has been incorporated under the B. C. Companies' Act, the capital stock being given at \$30,000.

Letters patent have been granted to William Milton, F. A. Muir and Andrew Smith, of Hamilton, to take over the boot and shoe businesses now carried on under the names of William Milton and Frank A. Muir through a company

to be known as The Wm. Milton Company, Limited, the capital stock of which is given as \$50,000.

Telephore Auger, manufacturer of shoe findings, etc., Montreal, Que., was burnt out recently. The loss is partially insured.

Mr. and Mrs. Charles A. Blachford left on Saturday, April 5, for a trip to the Pacific Coast, stopping off at Winnipeg, Edmonton, Calgary and other western points. Mr. Blachford is combining business with pleasure.

E. R. Gavin is moving his Fort William store across the street to 110 Simpson Street, in his Murphy Block and has been conducting a removal sale. The old store was at 105 Simpson Street.

The merchants of Perth, Ont., have re-organized their branch of the Retail Merchants' Association. A number of reforms are in mind, including a half holiday and shorter hours. A membership of thirty is anticipated.

The City Hall Shoe Store, 36 James Street, North, Hamilton, has advertised a "giving up business" sale.

The maintaining of restrictions on the importation of shoes into France is not approved of by the French press. Le Matin says "In order to bring the prices of boots and shoes down to a decent figure large quantities of boots and shoes from the United States and Canada must be imported without hesitation."

W. J. Thurston, of Stratford, has purchased the property at 180-182 Dundas Street, London, having a frontage of 39 feet and a depth of 198 feet. He expects to open up a shoe store on this site as soon as the leases expire, which is in September 1920.

Ronald S. Edwards, who has been in the employ of Waterbury & Rising, St. John, N. B., has accepted a position in Windsor, Ontario, in the same line of business. He will be succeeded by Mr. Alex R. Cochrane, of Bridgetown, N. S. Mr. Cochrane only recently got his discharge from military service, and previously had been employed with Waterbury & Rising. He is a son of the late Wm. Cochrane, who will be remembered by the older men of this city as having been a prominent retail shoe dealer on King Street.

## Making Room Foreman

Factory making 1,000 pair per day. McKay and nailed goods. Must be capable of taking charge from nailing and stitching to finishing bottoms. Also capable of operating for instructional purposes, Goodyear outsole stitcher, McKay sewing machines and other bottoming machinery. We want a first-class man looking for advancement, and with organizing and co-operative abilities. To take charge immediately. State wages expected.—The T. Sisman Shoe Co. Limited, Aurora, Ontario, Canada. 3-6



**Our McKay Sewed and Standard Screwed Shoes**

will stand plenty of hard wear. Made on foot-fitting lasts that will give comfort to the wearer and are durable. The range includes—Men's, Boys', Youths', Little Gents', Children and Infants' Black and Beaver Brown Box Kip. Your jobber will quote you prices, or write us direct.

**St. Hyacinthe Soft Sole Shoe Co. Limited**  
St. Hyacinthe, Quebec



# FOOTWEAR SPECIALTIES

SPIRAL PUTTEES—Wool Knit Fabric.



Price \$35.00 per doz.;  
\$3.00 per pr.

Order Now for Early Delivery

SIESTA FELT SLIPPER—Style 917.



Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's \$18.00 per doz.; size 6-12. Misses' \$15.00 per doz.; sizes 11-2. Child's \$13.75 per doz.; sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz. Women's 6 and 9 button. Men's 5, 6, 7, 8, 10 buttons. White, Gray, Chamois, Fawn, Taupe.

Send for prices and samples on our full lines of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND OOZE MATERIAL. Also Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

Watch for our salesman, Mr. A. L. Kenney, who expects to call on the trade between Montreal and Toronto at about this time.

## The Wiley-Bickford-Sweet Company

HARTFORD, Conn.

(Address either Office)

WORCESTER, Mass.



for

### Men and Women



Attention to the smallest details, creation of features of merit and styles that are attractive and correct, impart to these shoes the values that give them precedence.



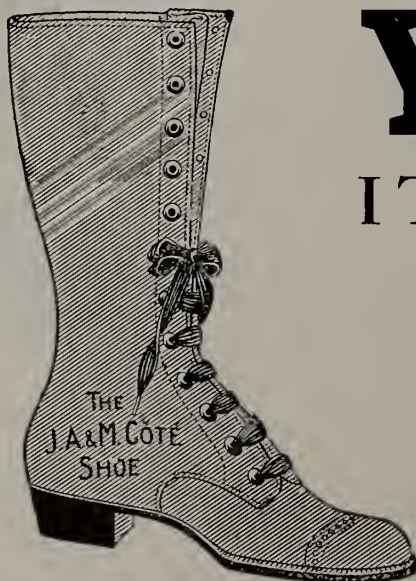
*Edwin Clapp & Son Inc.*  
ESTABLISHED 1853

EAST WEYMOUTH, MASS, U. S. A.

## ALPHABETICAL LIST OF ADVERTISERS

Aird & Son . . . . .	18	Fortuna Machine Company . . . . .	53	New Castle Leather Company . . . . .	53
Ames-Holden-McCreedy . . . . .	12	Frank & Bryce . . . . .	57	Oscar Onken Company . . . . .	69
Armstrong, W. D. . . . .	63	Franklin Machine Co. . . . .	63	Panther Rubber Company . . . . .	Cover
Beadle Sales Service . . . . .	66	Friedman, S. J. . . . .	66	Perfection Counter Co. . . . .	72
Beckwith Box Toe Company . . . . .	14	Gagnon, Lachapelle & Hebert . . . . .	62	Perkins & McNeely . . . . .	66
Bennett Limited . . . . .	5	Galt Shoe Company . . . . .	20	Perth Shoe Co. . . . .	13
Boston Blacking Company . . . . .	16	Globe Shoe Company . . . . .	63	Pickering, Jos. . . . .	51
Borne, Lucien . . . . .	65	Goodyear Tire & Rubber Co. . . . .	60	Regal Shoe Company . . . . .	1
Boot and Shoe Union . . . . .	67	Henwood & Nowak . . . . .	24	Ritchie, John . . . . .	7
Brodie & Harvie . . . . .	72	Hinde & Dauch Paper Company . . . . .	69	Robinson, James . . . . .	8-9
Canadian Advertising Service . . . . .		Home Shoe Company . . . . .	72	Samson Enr., J. E. . . . .	65
Canadian Consolidated Rubber Co. . . . .	3-26	Hydro City Shoe Manufacturers . . . . .	73	Scott, J. A. . . . .	23
Champion Shoe Machinery Company . . . . .	61	Independent Rubber Company . . . . .	25	Slater Shoe Company . . . . .	50
Children's Shoe Mfg. Co. . . . .	16	International Supply Co. . . . .	6	Sisman Shoe Company . . . . .	
Clapp, Edwin . . . . .	55	Kelly, Thomas A. . . . .	64	Spaulding & Sons, J. . . . .	17
Clarke & Company, A. R. . . . .	76	Kenworthy Bros. . . . .	75	Standard Kid Mfg. Company . . . . .	4
Cleland, Regd. James . . . . .	66	Landis Machine Company . . . . .	64	St. Hyacinthe Soft Sole Company . . . . .	54
Commonwealth Felt Co. . . . .	22	Lamontagne Racine & Co. . . . .	64	Tetrault Shoe Company . . . . .	15
Copeland Shoepack Co. . . . .	68	La Duchesse Shoe Company . . . . .	72	Textile Mfg. Company . . . . .	68
Cote, J. A. & M. . . . .	56	Legace & Lepinay . . . . .	66	Thompson Shoe Company . . . . .	14
Daoust-Lalonde & Company . . . . .	11	Marsh Company, Wm. A. . . . .	21	Toronto Heel Company . . . . .	69
Duchaine & Perkins . . . . .	73	Midland Shoe Company . . . . .	19	United Shoe Machinery Co., Ltd. . . . .	70-74
Duclos & Payan . . . . .	58	Mooney Company, A. G. . . . .	62	United States Hotel, Boston . . . . .	65
Dunlop Tire & Rubber Goods Co. . . . .	59	Narrow Fabric Company . . . . .	63	Wiley, Bickford & Sweet . . . . .	55
Eastern Shoe Mfg. Company . . . . .	69	National Cash Register Company . . . . .	71	Whittemore Bros. . . . .	68
Edwards & Edwards . . . . .	68				
Eureka Shoe Company . . . . .	57				
Evans' Son Company, L. B. . . . .	69				
Flynn Leather Co., C. G. . . . .	24				

*There's No Uncertainty About*



THE  
MAN'S SHOE

# YAMASKA

## IT'S ALL LEATHER

The genuine material seasoned to wear and shaped to fit. No haphazard methods are permitted in the production of YAMASKA. We find it is the best policy to stick to thoroughness in every particular.

You will recognize this adherence to quality, in YAMASKA shoes. Your customers, from the big-footed man down to the little chap will obtain the fullest value from their wear—a factor in creating more sales.

Give YAMASKA the chance to create more sales for you.

La Compagnie

# J. A. & M. COTE

St. Hyacinthe, Quebec

*The Well Known Brands of*  
**Barbour's, Finlayson's, Knox's**  
**LINEN THREADS**

For Lockstitch, Welt, McKay and Turn

These threads are known throughout the world for their reliability and durability. Our threads have stood the test, their quality is proven. Let us send you prices and samples by return mail.

**Frank & Bryce, Limited**

Toronto

MONTREAL

Quebec

**Jobbers—Increase Your Turnover**



with  
**EUREKA  
 SHOES**

They are the product of specialists in Women's McKays and McKay Welts, and are made in one of the most up-to-date factories in the country.

The EUREKA SHOES have the appeal to taste for style and to common sense for quality.

There is a big field for these fine shoes and an inspection of our samples will convince you. Write us to-day.

**EUREKA SHOE CO., LIMITED**  
 THREE RIVERS, QUE.

# Buy D & P Counters

Every counter turned out of the D. & P. Factory is guaranteed to give lasting satisfaction.

## You Run No Risk



Our Canadian-made fibre board counters outlast leather. Made from selected fibre compressed by the special D. & P. process. Write for samples. We also solicit your orders for upper and sole leather, and shall be glad to quote on your requirements.

Ed. R. Lewis, 45 Front St. East  
Toronto  
Ontario Selling Agent

### DUCLOS & PAYAN

Richard Freres, Quebec  
Selling Agents for  
Quebec City

Tannery and Factory: ST. HYACINTHE, P.Q.

Sales Offices and Warehouses: 224 Lemoine Street, MONTREAL

## Subscribers' Information Form

Many letters reach us from subscribers enquiring where certain goods can be obtained. We can usually supply the information. We want to be of service to our subscribers in this way, and we desire to encourage requests for such information. Make use of this form for the purpose.

Date.....19

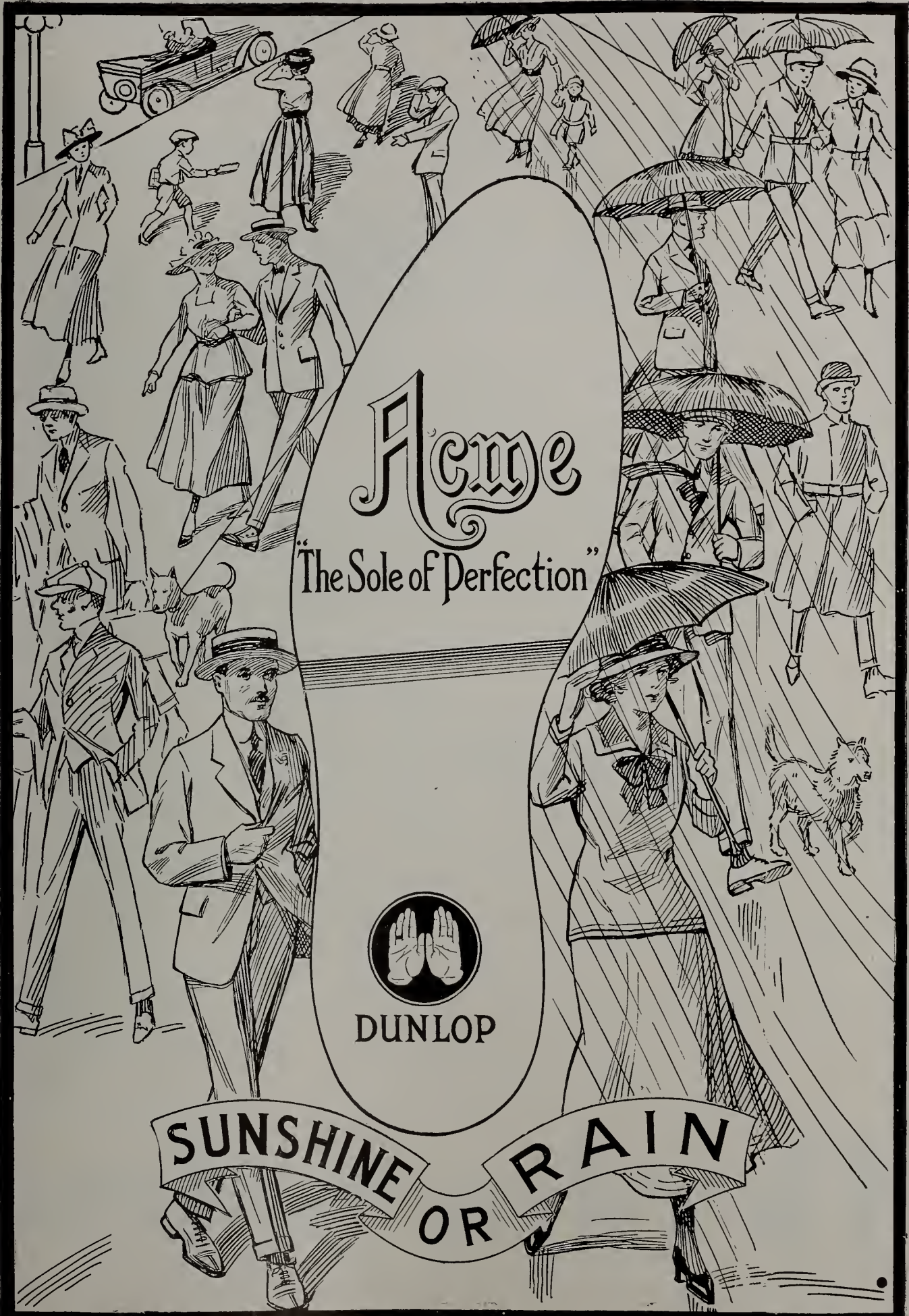
"FOOTWEAR IN CANADA,"  
347 Adelaide Street West, Toronto.

Please tell us where we can secure (give description as fully as possible) .....

.....  
.....  
.....

Name .....

Address .....



Acme

"The Sole of Perfection"



DUNLOP

SUNSHINE OR RAIN

# Neolin

“Neolin” is stamped on every pair of genuine Neolin Soles. It marks that sole as the hardest wearing sole made.

Neolin—and Neolin’s advantages—comfort, flexibility, waterproofness, long wear—have been driven home by dominant advertising. They are nationally known.

Your customers look for the word “Neolin.” It is their guarantee of quality and durability.

It isn’t fair to your customers or your business to offer them imitations—“something just as good as Neolin.”

Build your business on a guaranteed foundation—Neolin Soles.

THE GOODYEAR TIRE & RUBBER COMPANY  
OF CANADA, LIMITED.

# Neolin Soles

# A Shoe Merchant

With a

# Champion Shoe Repair

## Department, said



Every customer for a new pair is a prospect for the repair department.

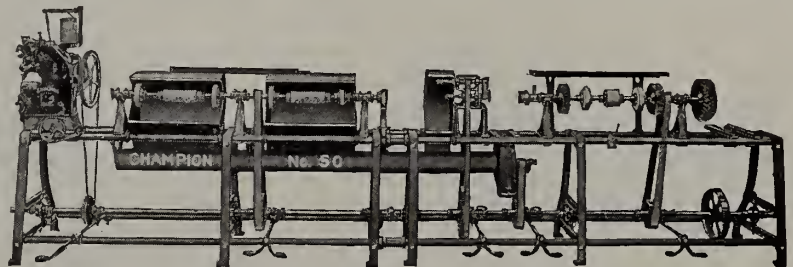
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion Machines are sold outright (no royalty) for cash or on monthly payments.**



Universal Model Curved Needle and Awl Shoe Stitcher — heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

**CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.**

Please send me particulars about a shoe store repair department.

Name ..... Street .....

City ..... State .....

Brushes  
Thread  
Cement

# Cotton Thread

All  
of the  
Best

The merits of Mooney's Thread have been proven beyond question. Its lustre, strength and the facility with which it may be worked have gained for it a wide popularity.

If you are not already a user of our thread we shall be pleased to mail you samples on request.

Let us show you the promptness of our service and the reliability of our supplies.

## The A. G. Mooney Company

Toronto  
Ed. R. LEWIS  
45 Front St. East

220 Lemoine Street, MONTREAL

Quebec  
J. P. PARENT  
St. Valier St.

## See Our New Fall Samples

*We Sell  
Only to  
Jobbers*

Shoes of Satisfaction, upholding a reputation which gives them a powerful influence in the market.

In buying your leather shoes for Women, Misses, Children and Infants, do not fail to consult us.

**Gagnon, Lachapelle & Hebert**

*Shoe Manufacturers*

55 Kent Street

Montreal



**Nufashond**  
TRADE MARK REG  
Fabric Tip

**Shoe Laces**

The quality shoe laces for every requirement. At all jobbers. Always specify "Nufashond." Samples upon request.

THE NARROW FABRIC CO.,  
Reading, Pa.

NUFASHOND  
FABRIC TIP

The Best and Most Durable  
Shoe Laces Are Made  
With Our  
**Power Shoe Lace  
Tipping Machines**

Textile and Special Machinery  
Harris-Corliss Steam Engines

Send for Catalogue

**The Franklin Machine Company**

Engineers Founders Machinists  
189 Charles Street, Providence, R.I.

**SHOE-STAMP-SPECIALIST**

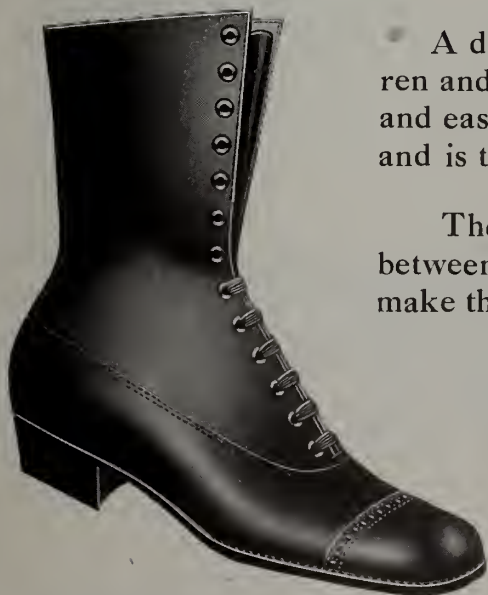
• **W.D. ARMSTRONG** •

ENGRAVER OF FINE STEEL STAMPS & DIES  
230 CRAIG ST. WEST, MONTREAL, P.Q. PHONE 675  
QUE. MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN  
& ADD AN ARTISTIC FINISH TO YOUR SHOES  
• WHICH WILL INCREASE YOUR SALES •

ORIGINAL DESIGNS SUBMITTED

Have You Heard About  
**The Globe Pillow Welt?**



A distinctive feature in our footwear for Misses, Girls, Children and Infants. It is designed with special regard to comfort and ease for growing feet. The Welt is sewn right into the shoe and is the Genuine Goodyear.

The soft cushion insole, and the waterproof cork filling between the inner and outer soles are two features that help to make these shoes the most popular on the market.

**GLOBE SHOE LIMITED**

Factory TERREBONNE, QUE.

Selling Agents  
**L. H. PACKARD & CO., LIMITED**  
MONTREAL, P.Q.



## COUNTERS BOX TOES and INNER SOLES

Our union and all leather, flexible inner soles are better than ever, with no change in prices. Try them and be convinced.

**LAMONTAGNE, RACINE & CO.**  
115 ARAGO ST.  
QUEBEC

## KELLEY KID

*LEADS THEM ALL  
in Uniformity,  
Fine Texture, Wearing Qualities and Finish*



In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

**Thomas A. Kelley & Co.**  
Tannery and Main Office, LYNN, MASS.

Selling Agents:  
**ROUSMANIERE, WILLIAMS & CO.**  
87-93 Lincoln St., BOSTON, MASS.

## Landis Outfits are Money-Makers

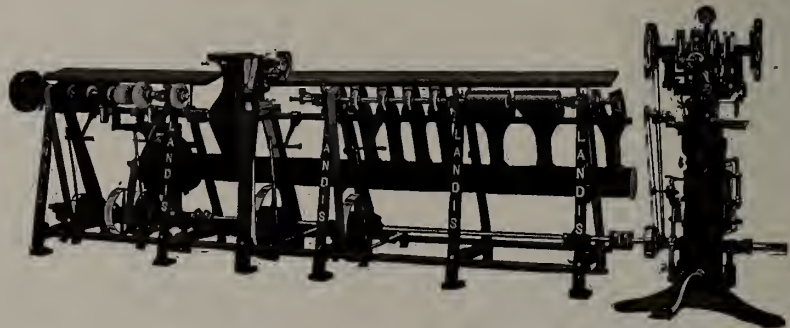


Landis No. 12 Shoe Stitcher.  
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to  
Landis Model 25 Finisher.

**Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.**

**The United States Hotel,** Beach, Kingston  
and Lincoln Streets  
**BOSTON, MASS., U. S. A.**

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.  
American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

**Important  
Staple  
Lines**

**FOR  
JOBBERs**



Let us  
quote you  
on these

—  
Write  
To-Day  
—

**J. E. SAMSON ENR.  
QUEBEC**

**Middle and Western Canada  
Demands the Best  
in Footwear**

To successfully introduce your lines and maintain a satisfactory business you must interest the  
**General Merchants in the Prairie Provinces and British Columbia.**

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.



Over 33 years in its field

**"CANADA'S GREATEST TRADE PAPER."**

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

**SURFACE KID WILL NOT SCUFF**

Surface Kid is a decided improvement on real kid because it wears better—will not scuff and is much less expensive.

The beautiful grain shows to advantage in dressy shoes, while the soft pliable texture equals chamois. Send at once for samples of Surface Kid in Black and Colors.

*Butts in Gun Metal - Dull - Glazed*



Head Office  
491 St. Valier St., Quebec

**LUCIEN BORNE**

Montreal Office—225 Lemoine St.



Makers of boots and fine shoes for all deformities and lame feet.

Endorsed by medical officers of Militia.

Satisfaction guaranteed.

Information cheerfully sent on request.

S. J. Friedman  
Vancouver's  
Leading Surgical  
Bootmaker

**West End Boot Hospital**  
320 Granville St. Vancouver, B.C.



Canadian Representative—

**Ed. R. LEWIS**  
45 Front St. E., TORONTO

*Pan American*  
**KID**

Seal Brown and Black

**Perkins & McNeely**  
Philadelphia

# McKAYS FOR JOBBERS



No. 46

*Write for Samples*  
or  
*Visit our Showrooms*

Before ordering consult us. Let us show you our splendid footwear for boys youths and men. We specialize in women's McKays and sell to Jobbers only.



No. 50

## LAGACÉ & LEPINAY

22 ST. ANSELME ST.  
QUÉBEC

*Largest Manufacturers in Canada*

—of—

### STEEL DIES

for

**Shoe and Rubber Manufacturers**

*Prompt  
Service*

*Guaranteed  
Work*

**JAS. CLELAND, REGD.**

16 St. George St., Montreal

## Ontario Merchants

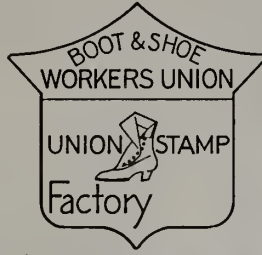
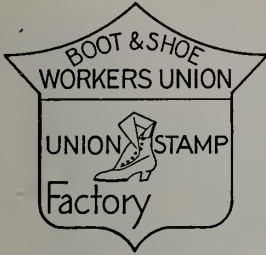
Are your Stocks  
Reduced to a Reasonable Size ?

IF NOT

*Consult our specialists on Sales  
of all kinds*

**Beadle Sales Service Agency**

59 Yonge Street, TORONTO



## PRESTIGE !

Union Stamp shoes have obtained a prestige in this country which they share with the most famous lines of trade marked goods.

Just as a wise buyer demands a Victor or a Columbia talking machine, just as the prudent man looks with favor on a Stetson hat or a Steinway piano, just as the thrifty housewife looks for Ivory soap or the Sterling mark on her silver, so does the Union worker of this country search for the Union Stamp on the shoes that he purchases for himself and his family.

Union stamp shoes cost the retailer no more.

They are made in all grades, at all prices, by the most experienced workers, and are the only shoes acceptable for the Union man and his family.

Why not secure the prestige and added value of the Union Stamp on the shoes which you purchase for the coming season?

### Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 Summer Street

BOSTON - - MASSACHUSETTS

JOHN F. TOBIN  
General President

CHAS. L. BAINE  
Gen'l Sec'y-Treasurer



# SHOE LACES

**MADE IN CANADA**

*Supply*

*Shoe Manufacturers and Wholesale Trade only*

**Textile Manufacturing Co., Ltd.**

439 Wellington Street West  
TORONTO

## Edwards & Edwards

TANNERS OF

# SHEEPSKINS

FOR

Shoes, Gloves, Saddlery  
Upholstering  
Bags and Suit Cases  
Bookbinding  
Fancy and Novelty Goods  
Skivers  
Embossed Leathers  
Etc., Etc.

**EDWARDS & EDWARDS**

Head Office and Sale Rooms 27 Front E. Toronto  
Tanneries Woodbridge, Ont.

Quebec and Maritime Provinces  
Represented by

**JOHN McENTYRE LTD.** 28 St. Alexander St.  
MONTREAL, QUE.

## The Shine that Lasts

Your shoes will hold their shine a surprisingly long time if you use

*Whittemore's Shoe Polishes*

*The Whittemore lines serve a double purpose viz—that of a polish and leather preservative.*

Our **Bostonian Cream** is the ideal cleaner for kid and calf leather put up in Brown, Grey, White, in fact all colors.

Try our **Nobby Brown Paste** for brown shoes and **Peerless Ox-blood Paste** for Red Shoes.

**Quick White** Liquid Canvas Dressing.

**ALBO White Cake** Canvas Dressing  
**GILT EDGE SELF** Shining Dressing

Ask your Jobber. If he cannot supply you write us

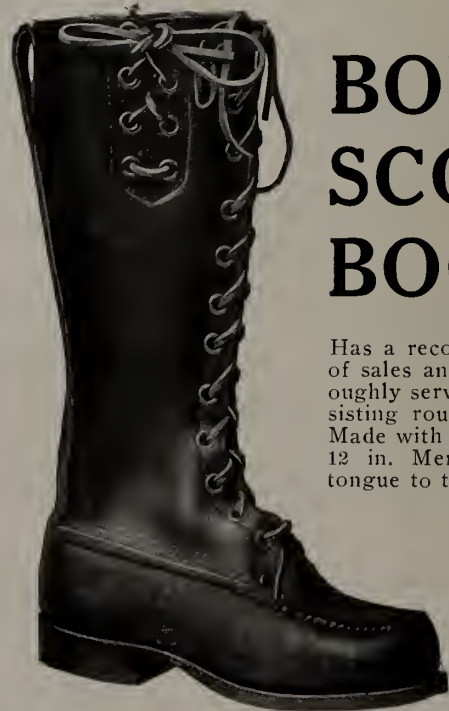
**Whittemore Bros. Corp.**  
Cambridge, Mass, U.S.A.



Just What a Boy Wants—

This

## BOY'S SCOUT BOOT




Has a record of making lots of sales and of being a thoroughly serviceable boot in resisting rough wear and wet. Made with oiled tanned vamp 12 in. Menonite leg bellow tongue to top, full single sole and heel nailed to a solid leather sole. Guaranteed waterproof if dubbin is reasonably applied. Splendid value for **\$6.00**

Write us today

**The Copeland Shoepack Co.**  
Midland, Ontario, Canada

**100 Years of Good Shoemaking**



**MENS' MEDIUM GRADE HOUSE SLIPPERS**

PUMPS AND OXFORDS IN STOCK FOR IMMEDIATE SHIPMENT

Thirty Lines Listed in Catalog No. 16

BOSTON OFFICE—110 Summer Street

**L. B. EVANS' SON CO. WAKEFIELD, MASS.**

No. 300 Patent  
No. 303 Dull Calf  
Sizes 6-11. B-D.  
PRICE \$3.50

# The New "EASTERN" Shoe Lines

offer big possibilities to Jobbers desirous of handling a first-class product at popular prices.

We will be pleased to show you a very complete assortment of shoes for Misses, Children and Infants for Spring and Summer, upon receipt of a post card from you.

*See us when in Montreal*

Write us now.

## The Eastern Shoe Manufacturing Company, Limited

152 Frontenac Street  
MONTREAL  
Phone—La Salle 2561

We Can Save Money for You on Your Shipping & Packing

## H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.



Our booklet "How to Pack It" explains all—write for it.

**The Hinde & Dauch Paper Co.**  
of Canada Limited  
TORONTO ONTARIO



**Make Your Show Windows Pay Your Rent**  
Many Sales are made on the Sidewalk  
**Window Display Fixtures**

A Wonderful set of Patented Interchangeable Window Display Fixtures for displaying Men or Women's Shoes. Set will give 10 Years Good Service in effective trade pulling window trims.

The Fixtures you see above are only a very few of the designs that can be set up with the full set, besides hundreds of standard fixtures can be set up.

Made of Oak, either Golden, Antique or Weathered Finish. Set is put up in a Hardwood Hinged Lid Storage Chest, a good place to keep the extra Younits not in use. There are thousands of sets in daily use.

**FIXTURES FOR 500 WINDOW DISPLAYS IN THIS CHEST**

No. 101 Set has 220 Interchangeable Younits For Large Windows, \$48.12  
No. 101½ Set has 110 Interchangeable Younits For Medium Windows, \$27.50  
No. 101¼ Set has 55 Interchangeable Younits For Small Windows, \$17.32

Stock carried in Hamilton, Ont. Order direct or thru your jobber. Send for catalog. Patented and made in Canada.  
**The Oscar Onken Co. 5950 Fourth Street Cincinnati, Ohio, U. S. A.**

# TORONTO HEEL CO.

Manufacturers of  
**All styles of Heels in Leather  
and Composition**

We are also Makers of the  
**Haverhill**

Write for Samples and Prices. These will interest you

## The Toronto Heel Company

13 Jarvis St., Toronto

THE SYMBOL  
—OF—  
EFFICIENCY

**USMC**

YOUR GUARANTEE  
—OF—  
QUALITY

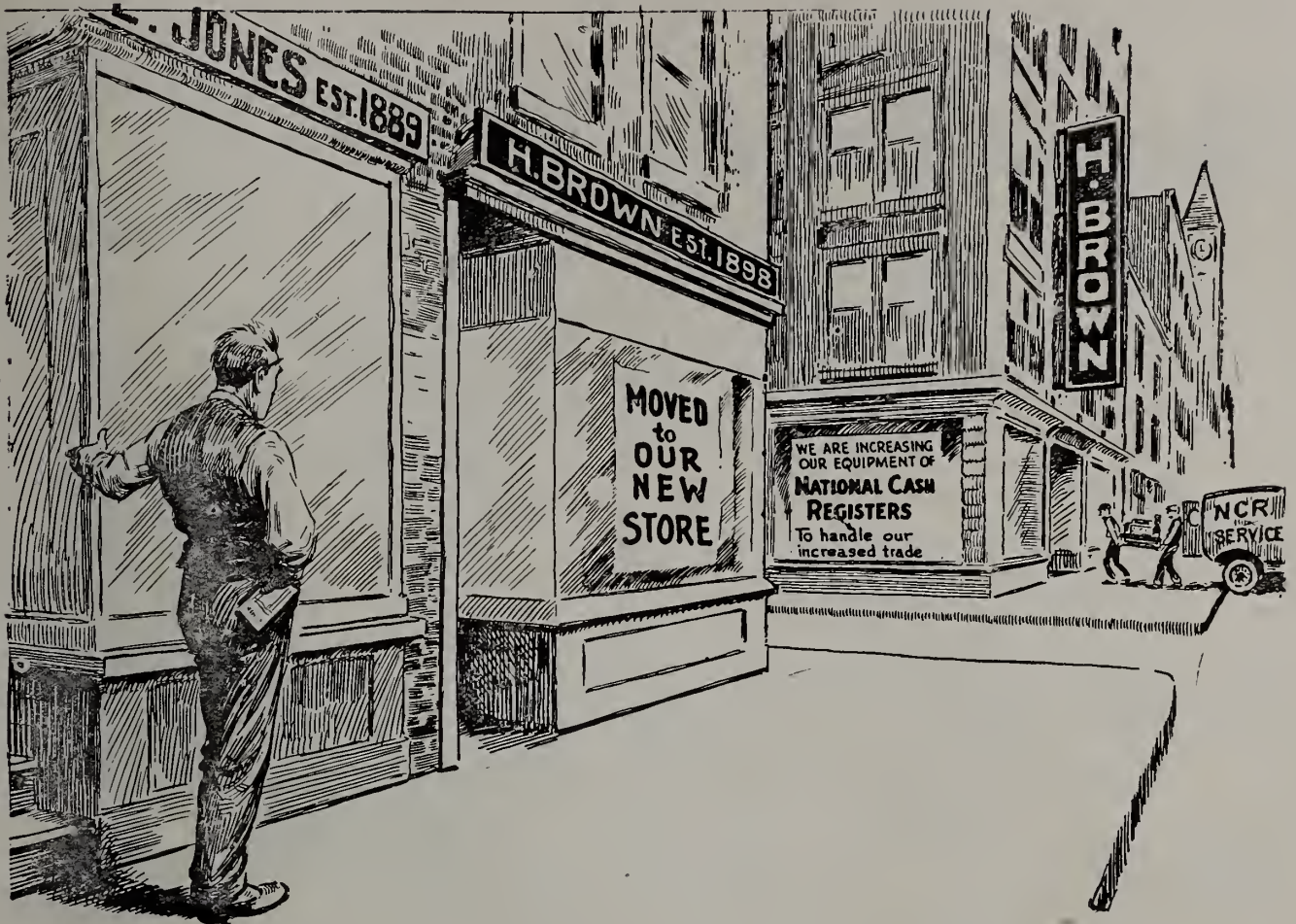
**United Shoe Machinery Company of Canada, Limited**  
Montreal, Que.

Toronto, Ont.  
90 Adelaide Street West,

Kitchener, Ont.  
179 King Street West,

Quebec, Que.  
28 Demers Street,





## Use an up-to-date N. C. R. System and match your neighbor's success !

The merchant who combines a cash register system with progressive merchandising is bound to grow.

The merchant who handles his money and accounts slowly by hand instead of quickly by machinery, cannot meet competition.

An up-to-date N. C. R. System protects hard-earned profits; increases trade; cuts down expenses; makes clerks more efficient; stops errors,

losses, and disputes; speeds up the business.

Every merchant needs the help of an up-to-date N. C. R. System in handling his money and accounts.

An N. C. R. System is within the reach of everybody. The payments are easy and the machine will more than pay for itself out of what it saves.

### An N. C. R. System is a modern business necessity

The National Cash Register Company, of Canada, Limited., Toronto, Ont.

Offices in all the Principal cities of the world

# The Home Shoe

COMES DIRECT  
FROM FACTORY  
TO RETAILER

With a minimum of selling expense and an appreciably extra value to the public.

Let us demonstrate to you the profitable sales awaiting the dealer who handles the many excellent models of the HOME SHOE.

*Write us—To-day*

**Home Shoe Company, Ltd.**  
327 Amherst Street, - MONTREAL

# BRODIE'S Patent Paste

This famous product covers a wide range of usefulness being used with equal success and efficiency by manufacturers of the finest grade shoes and makers of heavy work shoes.

Supplied in quantities to meet your needs.

Let us send you sample and price.

## Brodie & Harvie

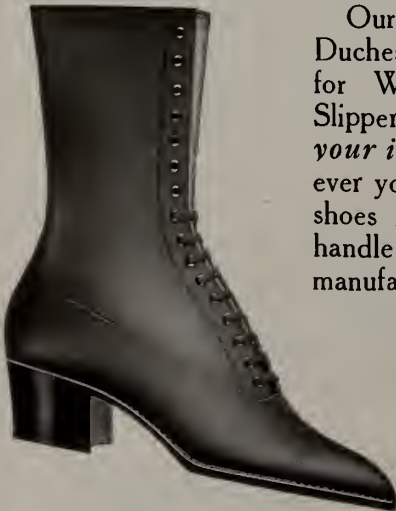
Limited

14 Bleury St. MONTREAL

JOBBER  
ONLY

### Very Attractive

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



**"La Duchesse" Shoe Co.**

Registered

MONTREAL

# Perfection for 1919



Your New Year's Good Resolutions are not complete unless you have resolved to use nothing but the best in Counters.

Try PERFECTION COUNTERS and let us show you wherein they excel. Send for prices and particulars.

Our Felt Box Toes are Now Ready.

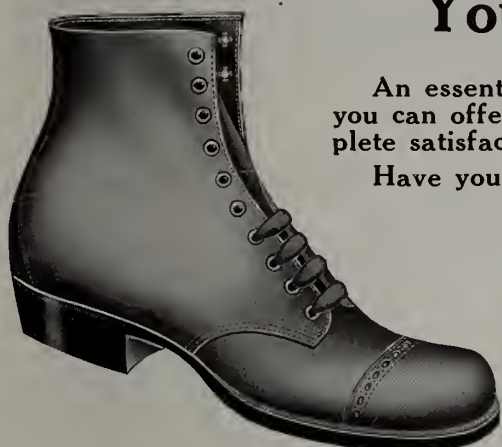
## Perfection Counter Limited

699 Letourneux Ave. Cor. Ernest St.

Maisonneuve, Montreal

# Hydro City Shoes

A Line of Solid Leather and One  
of the Best Selling Shoes  
You Can Handle



An essential staple for every stock. It has real merit as a seller and you can offer it to your customers with every assurance of giving complete satisfaction.

Have you your stock of HYDRO SHOES for 1919?

## Hydro City Shoe Manufacturers

Limited

Kitchener

-

Ontario

# McKAYS

We believe we can show you values in high grade McKays that will appeal to you. Our stock includes a full line for men, boys and youths —women, misses and children.



Our Fall and Winter samples are now being displayed. Do not fail to see them. We are prepared to make attractive quotations to jobbers, ensuring a liberal margin.

## Duchaine & Perkins

QUEBEC

Montreal Sample Room

E. T. Bank Bldg.,

St. James' St.

# INTRODUCING

The logo for United Shoe Machinery Company (USMC) is a stylized, bold, and somewhat cursive representation of the letters 'USMC'.

*Made in Canada*

# ROYAL GLOSS

The Regal Lustre Producer for  
Quick Shoe Repair Shops

For Use on Finished Bottoms, Edges and Heels

To Obtain a High Polish  
Used with any kind of Ink or Blacking

A Soft, Smooth Paste Preparation which pro-  
duces a Rapid and Lasting Gloss  
on Quick Repair Work

Apply a little to your Finishing Brush or Direct to the  
Shoe and Watch Results

Packed in Half Lb. and One Lb. Tins

*WRITE FOR PRICES*

United Shoe Machinery Company of Canada, Limited  
MONTREAL

TORONTO  
90 Adelaide Street West,

KITCHENER  
179 King Street West,

QUEBEC  
28 Demers Street,



# INSOLES

**Kendex** has the added qualities for an Insole which gives satisfaction and comfort to the wearer ; conforms to the foot ; is of uniform flexibility ; will not shrink, swell or check and prevents calloused feet ; is **fast color** ; made in all weights, worked dry and sold in sheets or rolls.

**Kendex** is made in Oak, White and Black colors. Makes an excellent middle sole ; trims to a clean edge, and is a **non-conductor**.

**Felt** of every description for shoe manufacturers.

**Heel Pads** cut from several qualities of white felt, also all colors of Combined Imitation Leather and Felt. Our facilities mean service to you at a **minimum** cost.

## KENWORTHY BROS. COMPANY

STOUGHTON, MASS.

Represented in the Province of Quebec by HORACE D'ARTOIS, 224 Lemoine St., Montreal

# CLARKE'S

## The Patent Leather of Quality and Quantity



The care given to the manufacture of Clarke's Patent Leather in every stage of its process and the resulting excellence in the finished product, hall mark it with quality of the first degree. An immense organization of skilled workers, of modern equipment and of every facility necessary to supply a world-wide demand place Clarke's first in the British Empire for quantity. The accompanying picture shows five and a half acres of this famous patent leather in the final process.

If it's patent, it should be Clarke's.

# A. R. Clarke & Co., Limited

*"Makers for the Nation"*



Montreal

TORONTO

Quebec



# Footwear

## In Canada

# WAIT!

Our salesmen are on the road with the new Regal line for Fall. Every shoe in the line is distinctive—full of the character which distinguishes the Regal product.



Every dealer should acquaint himself with the advantages of Regal's Agency Plan.

Send word and we will send the man who can tell you all about it.

And JUST WAIT until you see the REGAL LINE.

## Regal Shoe Company, Limited

472-474 Bathurst Street - TORONTO

*The Foundation of a Good Shoe*

# PANTHER SOLES

impart strength, durability and lasting shape. PANTHER process is the scientific compression of fibre that gives a pliable, tenacious and wear resisting substance, conceded to be quite the equal of leather. Easy to work on, and waterproof. Insist on PANTHER every time.



## “Sure Step” Rubber Heels

give absolute satisfaction to both the dealer and wearer. In every walk of Life the “Sure Step” Rubber Heels stand the test of wear, tear, and wet.

**PANTHER RUBBER**

**COMPANY  
Limited**

Sherbrooke, Quebec





**FLEET FOOT**

## Helps You to Make Sales by Giving You Styles and Shapes for Every Customer

Every man, woman and child within reach of your store, is a prospective buyer of Fleet Foot.

Fleet Foot Shoes are at once the most comfortable and the most stylish—the most attractive and the most economical—of Summer Footwear.

With the wonderful variety of styles originated by the Fleet Foot designers—with the complete range of shapes and sizes—there are Fleet Foot shoes for everyone, young and old.

The completeness of the Fleet Foot line enables you to have on hand just the shape and style

### For Every Member of the Family For Every Sport and Recreation

Stock Fleet Foot line—show the new styles in your window displays—have our catalogues handy so you can point out the different Fleet Foot models should you not have an asked-for boot or oxford in stock—and back up our advertising with your advertising so you will get the full benefit of both.

Write, wire or telephone your immediate needs to the nearest Dominion Rubber System Branch.

### Dominion Rubber System Service Branches are Located at

Halifax, St. John, Quebec, Montreal, Ottawa, Toronto, Hamilton, London, Kitchener,  
North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Edmonton,  
Calgary, Lethbridge, Vancouver and Victoria.

*Not so much to obtain your  
confidence as, having obtained  
it, to retain it—is the task set  
for Standard Kid.*

To this end, Standard Kid recognizes, and shall never cease to recognize, that the product must be good, that the price must be reasonable, and that the grading must be accurate and uniform.

The friendly feeling for Standard Kid by its users intensifies the conviction that these requirements shall never be lowered.

COLOR 18 FIELD MOUSE

COLOR 8 GRAY

are in good demand for next Fall styles.

*Inquiries solicited*

## STANDARD KID MFG. CO.

MANUFACTURERS OF BLACK AND COLORED GLAZED KID AND PATENT KID

207 SOUTH STREET, BOSTON, MASS., U. S. A.

NEW YORK OFFICE, 610 TRIBUNE BLDG.

Factory, Wilmington, Del.

### AGENCIES

CHAS. A. BRADY, Rochester, N.Y. F. W. BAILEY & CO., St. Louis, Mo.  
GEO. A. MCGAW, Chicago, Ill. I. LOUIS POPPER, Cincinnati, Ohio.  
PIERRE BLOUIN, Quebec, Canada.





*Get  
Results  
With*

# **BENNETT**

*TRADE MARK*

## **DEPENDABLE COUNTERS**

They are moulded to retain the lines designed in your shoes. They wear like steel and are as comfortable as a moccasin.

The Bennett Counter has made good with the buying public. Less than one in a million returned.

ONTARIO OFFICE  
28 King St. East  
Kitchener

**BENNETT LIMITED**  
**MAKERS OF SHOE SUPPLIES**  
CHAMBLY CANTON, P.Q., CANADA

SALES OFFICE  
59 St. Henry Street  
Montreal

H. O. McDOWELL

H. N. LINCOLN

# INTERNATIONAL SUPPLY CO.

IMPORTERS  
MANUFACTURERS



JOBBER  
SALES AGENTS

EASTERN BRANCH  
401 CORISTINE BUILDING  
MONTREAL

## SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES

MAIN OFFICE AND FACTORY  
37 FOUNDRY ST. S.  
KITCHENER

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

Representing

American Lacing Hook Co.  
Waltham, Mass.

Lacing Hooks and Hook  
Setting Machines

Armour Sand Paper Works  
Chicago, Ill.

Crystolon Paper and Cloth  
for Buffing and Scouring

Boston Leather Stain Co.  
Boston, Mass.

Inks, Stains, Waxes, etc.  
Cyclone Bleach

The Ceroxylon Co.,  
Boston, Mass.

Ceroxylon, the Perfect  
Liquid Wax

Dean Chase Co.,  
Boston, Mass.

Shoe Goods, Cotton  
Thread

The Louis G. Freeman Co.,  
Cincinnati, O.

Shoe Machinery

Hazen, Brown Co.,  
Brockton, Mass.

Waterproof Box Toe  
Gum, Rubber Cement

Lynn Wood Heel Co.,  
Keene, N.H.

Wood Heels and Die  
Blocks.

Markem Machine Co.,  
Boston, Mass.

Marking and Embossing  
Machines, Compounds,  
Inks, etc.

M. H. Merriam & Co.,  
Boston, Mass.

Binding, Staying, etc.

Puritan Mfg. Co.,  
Boston, Mass.

Wax Thread Sewing  
Machines  
Poole Process for Good-  
year Insoles

The S. M. Supplies Co.,  
Factory Supplies,  
Needles, etc.

H. S. & M. W. Snyder, Inc.,  
Boston, Mass.

Kids, Cabrettas and Horse

I. Spaulding & Sons Co.,  
N. Rochester, N.H.

Guaranteed Fibre Coun-  
ters, Fibre Innersoling

The Textile Mfg. Co.,  
Toronto, Ont.

Shoe Laces

United Stay Co.,  
Cambridge, Mass.

Leather and Imitation  
Leather Facing, Welting,  
etc.

No matter what you have to mark—Leather, Imitation Leather, or  
Cloth—we can show you how to do it to the best advantage.

We represent

## MARKEM MACHINE CO.

BOSTON, MASS.

The only firm that makes a business of MARKING MACHINES  
for Cartons, Tags, Linings, Cloth or Leather

EMBOSSING MACHINES for top facings etc.

### The Master Printing and Embossing Machine

will print your labels on your cartons quicker than  
labels can be pasted. Better Work—Less Cost.

PARTS, INKS and COMPOUNDS in stock.

## PURITAN MANUFACTURING CO.

BOSTON, MASS.

Exclusive Manufacturers of  
WAX THREAD SEWING MACHINES, CHAIN STITCH

for Fair Stitching, Closing, Vamping, (1, 2 or 3 needle)  
Back Stay (1, 2 or 4 needle) Tip Stitching, Top Facing

Patentee of the

POOLE PROCESS for GOODYEAR INNER SOLES  
a better Innersole at Less Cost

Our stocks of Puritan Parts, Needles and Awls are Complete

## There is only one CEROXYLON

Made by the CEROXYLON CO., Boston, Mass.

Of course there are Imitations but the Genuine CEROXYLON  
is the Only Liquid Wax that lubricates the thread while sewing  
and sets the stitch after.

*It is the Perfect Liquid Wax We are Sole Canadian Agents  
In Stock at Both Offices*



R

Ask Your Jobber to Show You

**Ritchie's**  
**Beaver Brown Shoes**  
For Fall Trade

Quality and price considered,  
they are the best value in today's  
market, giving at the same time  
a feeling of absolute confidence  
in the satisfaction they will give  
the wearer.

---

*All the best Jobbers carry*

***Ritchie's Beaver Brown Shoes***

---

**The John Ritchie Company Limited**

MAKERS OF  
MEN'S SHOES  
QUEBEC



## Bostonian Shoes



**I**N the Bostonian Shoe for men and women, the dealer is handling well made footwear at a popular price, and he knows that the "In-Stock" service of this line is beyond reproach.

Is it any wonder that trade in Bostonians is steadily increasing? See that you take your place in the success of this splendid footwear

### James Robinson

*Specialist in Fine Footwear*

**MONTREAL**



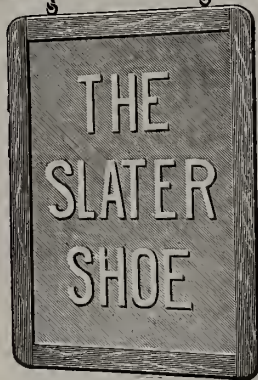
## Independent Rubbers

THAT the consumer has discrimination is proven by Independent Sales. The Makers of this splendid Rubber footwear placed it on the market feeling the great need for something better in Canadian rubbers. Its reception by the buying public has given it a popularity which no far-seeing dealer can fail to appreciate.

**James Robinson**  
*Specialist in Fine Footwear*  
**MONTREAL**

# Sign Boards

—*directed  
soldiers  
in  
France*



IN CANADA the sign of the slate is directing soldiers today, when changing into "civies", to the most popular man's shoe.

*Take one word of advice  
from our factory chief.*

If you want Slater shoes now or later on—**ORDER**—and do it now.

Demand was never so great, and delays are bound to occur, we therefore warn retailers not to wait until they need the shoes. We promise to take care of you if orders are not delayed.

You must allow a little longer time than usual to fill orders. Bear in mind prices are not going down.

## The Slater Shoe Co. Ltd.

MONTREAL

CANADA



# “MetropolitaN”

WOMEN'S McKAYS

MEN'S WELTS

## “Patricia”

WOMEN'S WELTS  
AND TURNS

## “Paris”

WOMEN'S McKAYS  
MEN'S WELTS

Three Lines

# UPHOLDING A REPUTATION

That the good reputation enjoyed by this footwear is consistently maintained is evidenced by its sale for the past number of years. Daoust, Lalonde & Co.'s shoes have always possessed those attributes which attract dealer and consumer alike, from the standpoints of both economy and appearance.

## Daoust, Lalonde & Co.

Limited

Montreal - Que.

Branch : METROPOLITAN SHOE CO., 91 St. Paul St. East



*It is Certainly*

**“SOMKLAS”**

*—Everybody is Ordering*

**Tetrault Shoe Manufacturing Co., Limited**

Largest Makers of Boots and Shoes in Canada

Office and Warehouse—  
9 Rue de Marseille,  
Paris, France

**Montreal**

**Toronto**

# Women's Fine Goodyear Welted Shoes

The success of the  
**Perth Shoe Company, Limited**

can be directly attributed to the fact that  
this Company has concentrated exclusively  
on the making of



**Women's Fine Welted Shoes**

Specializing on one line of shoes—using but  
one process of making—has resulted in

*Efficiency in Production.*

*Maximum of Turn Over.*

*Minimum of Costs.*

To see these facts illustrated, look over  
Perth samples now on the road.

*White Canvas Oxfords, with long vamps in  
1½ in. Cuban and Louis heels. now in stock.*

## **PERTH SHOE COMPANY, LIMITED**

*Largest Manufacturers of Women's Fine Goodyear Welted Shoes exclusively in Canada*

**PERTH, ONTARIO**

## For Jobbers Only

**Women's White Canvas  
and Satin Slippers**

*"turns only"*

Latest up-to-date  
Lasts and Patterns

Manufactured by

**Wakefield Slipper Co.**

Sanbornville, N.H.

Canadian  
Representative

**MEN'S  
BOYS'  
YOUTHS'**

Staple Nailed and  
Standard Screw Shoes

Manufactured by

**MILTON SHOE CO.**

Can be seen anytime at my  
Sample Rooms

Sales  
Manager

**HARRY E. THOMPSON**

10 Victoria Street

**MONTREAL**

*Patented*  
*Dec. 30th, 1913*

*Patented*  
*Oct. 26th, 1915*

"Your designer may put character  
into your shoes—but it will take a



***Vulco-Unit Box Toe***

to keep it there."

*Absolutely Water-proof and Perspiration-proof*

**BECKWITH BOX TOE LIMITED**

Sherbrooke, Quebec, Canada

**SPAULDING'S**  
Fibre Counters  
*Guaranteed*



# J. SPAULDING & SONS CO.

Main Office and Factory  
**NORTH ROCHESTER, N. H.**

PHILADELPHIA  
John G. Traver & Co.  
329 Arch St.

CINCINNATI  
The Taylor-Poole Co.  
410-412 E. 8th St.

SEVEN FACTORIES  
Tonawanda, N. Y.  
No. Rochester, N. H.  
Townsend Harbor, Mass.

Rochester, N. H.  
Milton, N. H.

Boston Office  
**203-B ALBANY BUILDING**

ST. LOUIS  
The Taylor-Poole Co.  
1602 Locust St.

CHICAGO  
J. E. D. McMechan & Co.  
217 W. Lake St.

English Agents: J. Whitehead & Co., Ltd.,  
Leicester, England.

Canadian Agents

International Supply Co., Kitchener, Ontario and Quebec City. V. Champigny, Montreal

**SPAULDING'S**  
OAK TAN  
FIBRE INNERSOLING

# Shoes For Children

*To Meet the Demands of the Jobber*



Our output comprises a complete line of McKays for infants and children, and also includes a newly added line for misses. We will be pleased to show you samples from our most popular lasts, and give you our best quotations.



An up-to-date factory equipment and facilities for handling a first class product is open for your investigation. You will find its activities directed by men whose many years' practical experience ensures reliability.

## Childrens Shoe Mfg. Co., Limited

11 Belleau St.

Quebec City

# MADE IN CANADA

Our line of Channel Cements, Sole Laying Cements, Chrome Cements, and Surefold is a quality line.

The first consideration given to their make-up is **QUALITY**.

You may depend on them being as good a Cement as can be made.

## **Boston Blacking Company**

152 McGill Street, MONTREAL, Canada

# SOLE LEATHER



Hides suitable for the manufacture of sole leather have advanced from 2c to 6c per pound. Materials have not declined in price as expected. There is no present prospect of freight rates declining. We believe, therefore, that leather will not be any cheaper for a long time.

Purchasers of leather footwear would do well in placing their orders with the manufacturers now.

Tanneries: Kitchener, Penetang, Hastings, Woodstock, Ont.  
Cut Sole Factory: Provincial Cut Sole Co., Kitchener, Ont.

## The Breithaupt Leather Company, Limited

*Manufacturers of  
"The Standard of Canadian Sole Leather"*

Kitchener Toronto Montreal Quebec

Consider the Price  
and then  
Compare Other Values  
— with —

**AIRD**

**We  
Sell  
Jobbers  
Only**

And if you have been just in your comparisons, we will be satisfied with the result. Because we are confident that AIRD Footwear presents opportunities which no progressive jobber can afford to overlook. We should be pleased to see you personally at our warerooms. If you are unable to call, a postal will bring our newest samples to you. Don't fail to acquaint yourself with AIRD Lines for Fall sorting.

*We are always ready to serve you*

**Aird & Son**

Registered

**MONTREAL**



MONTREAL

ST. JOHN, N.B.

TORONTO

WINNIPEG,

EDMONTON

VANCOUVER



QUALITY  
FIRST, LAST AND ALWAYS

# AMES HOLDEN McCREADY LIMITED

**SHOE MANUFACTURERS**

EXCLUSIVE AGENTS FOR  
GRANBY RUBBERS  
KIMMEL FELT FOOTWEAR

FACTORIES  
MONTREAL, QUE.  
ST. HYACINTHE, QUE.

**WINNIPEG** March 24th, 1919.

Mr. Roy W. Johnson,  
Editor of "Shoe Facts",  
Montreal, P. Q.

My dear Mr. Johnson:-

I have covered considerable of this western territory during the last month, but as you will note I am now on my way back, and expect to arrive in Montreal about Friday of next week.

If you could see this country, and look into some of the retail stores out here at the present time, you would be very much impressed with the importance of the advice which you are giving to the trade constantly through the columns of "Shoe Facts", and with the way in which the larger stores have been proceeding exactly along the lines which you advocate.

Business is splendid. There is an active demand for shoes, and many of the retailers are short of stock and are anxious about deliveries. I find that most of them, with the uncertainties which have existed in the market, have been concentrating their lines, buying in smaller quantities, and taking more frequent deliveries, with the result that their stocks are in very good shape, and they are prepared for whatever may develop in the leather markets from now on.

With the situation as it is today, I am more than ever impressed with the big plans on which we are working for an improved stock service to the retailers out of our branch houses. There never was a time when we were in position to offer greater service to the trade, or when more efficient stock service on the good selling numbers was of more importance to the retailer. You know, and I know, that our plans are going right ahead, and our stock service is going to be absolutely dependable from now on. I will talk this over with you more in detail when I get back to Montreal.

Sincerely yours,

AMES HOLDEN McCREADY, LIMITED

*Chester F. Craigie*

General Sales Manager

# Prices Subject to Change Without Notice

Our Shoes Never Opened  
Up So Nice



\$9.00 Black Kid, Bal. \$5.75  
\$9.00 Brown Kid, Bal. \$6.25



\$8.00 Black Kid, Bal. \$5.50  
\$8.00 Brown Kid, Bal. \$6.00  
Slip Sole, AA to E Widths

*By Specializing in Ladies' Black and  
Brown Kid Shoes, we can Produce  
Slick Shoes at Moderate Prices*

Manufacturers  
**Clark Bros., Limited**

St. Stephen - N.B.



## Successful Shoes

**L**INK your business with the success of this splendid Marsh Footwear. The models here shown are sold in cases containing 30 pairs of one width. We will be pleased to send you our complete catalogue and information.



"106" LAST  
Made in All Leathers  
Widths B to E



"99" LAST  
Made in All Leathers  
Widths B to E



"104" LAST  
Made in All Leathers  
Widths B to E

The Wm. A. Marsh Co., Limited  
QUEBEC

# All Records Will

June 14, 1919

THE SATURDAY EVENING POST

67

## Dr Scholl's FOOT COMFORT WEEK

June 16-21

**E**IGHTEEN thousand shoe dealers and department stores throughout America are co-operating in a concerted effort to give relief to foot sufferers. These dealers have interested themselves in this important movement from the public standpoint of promoting health and efficiency through giving foot comfort.

Nine people out of ten are handicapped in the pursuit of business, pleasure and happiness through possessing imperfect and uncomfortable feet. To overcome this handicap is one of the primary aims of Dr. Scholl's Foot Comfort Week.

Leading shoe dealers in every city, town and hamlet will have special window displays devoted exclusively to foot comfort. These displays will be an education to every man, woman and child having any form of foot trouble.

### Dr Scholl's Foot Comfort Appliances

will be one of the strongest features of Foot Comfort Week. Each appliance is designed to relieve and correct a specific condition and by this service immediate relief can be enjoyed from tired, aching feet, weak or broken-down arches, flat foot, callouses on the sole, bunions, painful heels, weak ankles, cramp-like pain known as Morton's Toe, hammer toes, and other foot troubles. These corrective foot appliances are simple in construction yet are orthopedically correct in every detail. They are light and resilient, can be comfortably worn in any shoe and give to the tired, aching foot the light, springy step which has been lost through over-work, neglect or abuse.

#### Foot Expert At Your Service



Wherever Dr. Scholl's Foot Comfort Appliances and Remedies are sold, you will find a foot expert—a Graduate Practitioner—a man specially trained in the science of giving foot comfort. He can tell you which Dr. Scholl Appliance is required for your particular trouble and scientifically fit it so you will secure quick and lasting relief. You will find it very desirable and highly satisfactory to patronize these Foot Comfort Stores.

Send For Valuable Booklet

"The Feet and Their Care," by Dr. Wm. M. Scholl, recognized foot authority, mailed free upon request.

**The Scholl Mfg. Co.**  
Dept. H. L., 213 W. Schiller St. Chicago  
New York Toronto London



#### Weak Arches

are caused by overwork or strain on the muscles and ligaments. They become tired and relaxed, permitting the arch to lower which causes tired, aching feet, cramped toes, bunions, callouses, etc. Dr. Scholl's Foot-Easer brings instant relief and comfort by firmly but gently supporting the arch, relieving the strain. Does just as its name indicates—Eases the Feet. Price \$3.00 per pair.



#### Crooked Toes

as herewith illustrated shows the deformity produced by forcing the great or bunion toe out of normal position. This is not only painful but disfigures the foot and distorts the shoe. Dr. Scholl's Toe-Flex is a soft, antiseptic, rubber device which corrects this difficulty by bringing the toe back to its natural position. This removes the cause. Price 50c each.



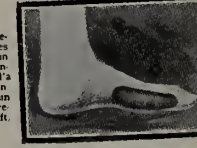
#### Run-Over-Heels

are the result of improper walking and standing. The weight of the body is thrown out of balance and run-over heels are the result. Dr. Scholl's Walk-Strate Heel Pads, placed inside the shoe, scientifically correct this trouble by equalizing weight of body. They keep the shoes in shape, add grace to carriage, absorb shock, save repair bills, and make walking a pleasure. Price 50c per pair.



#### Bunions

are produced by various causes—sometimes narrow pointed shoes—sometimes short pointed stockings, while again they may be hereditary. They are painful, disturbing, aggravating. Dr. Scholl's Bunion Reducer fits snugly over the enlarged bunion joint, relieving the pain and shoe pressure and by absorption reduces the enlargement. Made of soft, antiseptic rubber. Price 50c each.



#### Corns

They are caused by irritation and friction. The skin thickens, forming a hard, horny spot, which, when pressed against the nerves by the shoe, causes the pain. Dr. Scholl's Fiko Corn Plasters afford immediate relief and remove the corns in 48 hours. Are antiseptic, safe and positive in action. Price 25c per box.



"WATCH YOUR FEET"

# Be Shattered

Dr. Scholl's Foot Comfort Week, June 16-21, will eclipse all previous efforts. Today the trade realizes and fully appreciates the true business-building value of this Big Annual Foot Comfort Drive, and as a result more than 20,000 dealers will co-operate to make Foot Comfort Week this year one long to be remembered.

A greater volume of National Magazine and Metropolitan Newspaper Space will be used to advertise Foot Comfort Week this year than ever before. Dominating space in such leading magazines as the

**Saturday Evening Post**

**Cosmopolitan**

**Ladies' Home Journal**

**Literary Digest**

**Women's Home Companion**

will carry the Foot Comfort Message to millions of readers located in every nook and corner of the country. In addition to these magazines, Full Page Newspaper Advertising will be used in

**New York**

**Chicago**

**Boston**

and other cities. You can readily appreciate what this means to every dealer who co-operates in this concentrated, far-reaching campaign.

## \$1000 IN PRIZES For Best Window Trims

There will be two separate and distinct groups of prizes of equal value as follows:

1. Towns of 10,000 population and less.
2. Towns of over 10,000 population.

This gives the small town dealer in his group the advantage with big city stores. The same amount of prizes will be awarded to each class, divided as follows:

First Prize	\$100.00
Second Prize	50.00
Third Prize	25.00
Fourth Prize	15.00
Fifth Prize—5 Best, \$10.00 Each	50.00
Sixth Prize—5 Prizes, \$5.00 each	25.00

A Special Prize of a regular \$4.00 Waterman Self-Filling Fountain Pen with name of contestant engraved thereon will be awarded to each contestant whose window is not awarded one of the above prizes.

Send in your request today for window trim material and newspaper electros. You not only have an excellent opportunity of winning one of these prizes, but to participate in Foot Comfort Week means more business, increased profits and prestige to your store.

Time is now short and deliveries are slow so it is very desirable to act quickly.

# The Scholl Mfg. Co., Limited

*Largest Makers of Foot Appliances in the World*

112 Adelaide St. E.,

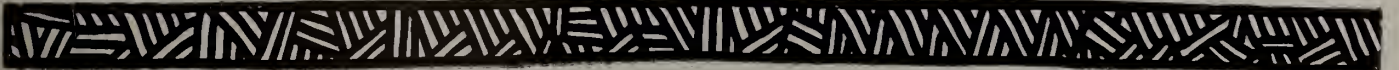
Toronto

also

CHICAGO

NEW YORK

LONDON



IN TOLEDO, OHIO, THIS HANDSOME STORE UNDER LOCAL OWNERSHIP AND CONTROL, WAS OPENED LAST SPRING. DESIGNED ESPECIALLY FOR "QUEEN QUALITY" SHOES, IT WON IMMEDIATE RECOGNITION FROM TOLEDO WOMEN AND HAS ACHIEVED MERITED SUCCESS.

## The Constant Reminder— *of YOU!*

Millions of "QUEEN QUALITY" shoes in American homes are creating reputation and building trade for merchants who have the exclusive right to this Trade-Mark in their communities. The trade-drawing power of this famous brand rests on public experience, knowledge and confidence, and is a free and ever-profitable asset to the retail trade.

World's largest  
factory making  
women's shoes  
exclusively.

**Thomas G. Plant Company**  
NEW YORK      BOSTON      CHICAGO

World's largest  
IN-STOCK  
Department of  
its kind.

CANADIAN REPRESENTATIVES: M. W. MURDOFF & SON, TRENTON, ONT.

*We  
Are  
Again  
To  
The  
Fore——*

# CITADEL GLAZED HORSE

*Write  
for  
Samples*

||| Possesses *wearing* and  
*cutting qualities* equal  
to Kid.

||| A Line which will meet  
your every want when  
*Glazed Kid* is required.

||| To the Layman's eye *it  
is Kid.*

On account of the extreme scarcity of Glazed Kid we have no hesitancy in offering the above to the Canadian Shoe Trade.

We can cover all your wants, and you need have no fear in accepting all orders.

## J. A. SCOTT

218 Notre Dame St. West  
MONTREAL

566 St. Valier Street  
QUEBEC



**FLEET FOOT**

## The Dealer's Summer Money Makers

Fleet Foot have added many a dollar to the profits of the shoe dealers of Canada.

Fleet Foot styles—Fleet Foot quality—Fleet Foot advertising—keep customers buying Fleet Foot shoes all summer long.

Fleet Foot weather is just around the corner.

Almost before you realize it, the Ladies will be tripping in for dainty Fleet Foot styles to go with white silk stockings and summer frocks—the Men will be asking for Fleet Foot to wear with duck and flannel trousers—and the Children will want Fleet Foot, too. There are styles

**FOR EVERY SPORT AND RECREATION.**

**FOR EVERY MEMBER OF THE FAMILY.**

How is your stock? Write or wire your emergency orders—we'll "rush" them.

**Dominion Rubber System Service Branches  
are Located at**

Halifax,  
St. John,  
Quebec,  
Montreal,  
Ottawa,  
Belleville

Toronto,  
Hamilton,  
London,  
Kitchener,  
North Bay,

Fort William,  
Winnipeg,  
Brandon,  
Regina,  
Saskatoon,

Edmonton,  
Calgary,  
Lethbridge,  
Vancouver,  
Victoria.



# Footwear in Canada

A Journal of its Findings, Making and Sale.  
Published Monthly for the Good of  
the Trade by

**HUGH C. MACLEAN, LIMITED**

HUGH C. MacLEAN, Winnipeg, President.

THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO  
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade  
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers  
VANCOUVER - Tel. Seymour 2013 - Winch Building  
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building  
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.  
LONDON, ENG. - - - - - 16 Regent Street S.W.

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Vol. 9 May, 1919 5

### The Kitchener Style Show

A very representative and enthusiastic meeting of shoe and allied industry manufacturers was held on Friday afternoon, May 2nd, at Kitchener, to appoint committees and make arrangements for the "First Canadian Shoe and Leather Exhibition."

Owing to the fact that a furniture exhibition is being held on the dates previously decided upon—July 17-23—it was announced that the Shoe and Leather Exhibition would be held during the week, July 21 to 26. The Exhibition will be open to all shoe manufacturers in Canada and also manufacturers of shoe findings, shoe machinery, trunks and bags, leather and so on.

The displays will be arranged in the Kitchener Auditorium, which is centrally located and well laid out for an exhibition of this kind.

A number of letters were read from out-of-town manufacturers commending the Kitchener manufacturers for their initiative and signifying their intention to be present. Two members of the Committee on Arrangements, who have interviewed a large number of outside manufacturers, report, with only one or two exceptions, that all are enthusiastic and prospective exhibitors. A further meeting will be held shortly, at which the rates to be charged for display privileges

will be decided upon. In the meantime the following committees have been appointed: Executive, Mr. Charles Ahrens, president and chairman; Mr. A. Inrig, vice-president and chairman of Committee on Arrangements; Mr. Oscar Rumpel, chairman of Entertainment Committee; Mr. H. O. McDowell, chairman of Publicity Committee. The members of the Committee on Arrangements are Messrs. Charles, of the Consolidated Felt Company; Fred Ahrens, of C. A. Ahrens; Mr. Vallentine of Vallentine and Martin; Mr. Lincoln of the International Supply Company, and Mr. Hanson, of the United Shoe Machinery Company, with Mr. Inrig as chairman. The Entertainment Committee is composed of Mr. L. C. Breithaupt, Mr. Irwin Greb and Mr. R. G. Kerr, of the Woelfle Shoe Company, with Mr. Oscar Rumpel as chairman. The members of the Publicity Committee are Mr. Armbrust, of the Lady Belle Shoe Company, and Mr. Davison of the Consolidated Felt Company, with Mr. H. O. McDowell as chairman.

\* \* \*

### Maritime Wholesale Shoe Association

A new trade organization has been formed in the eastern provinces known as the Maritime Wholesale Shoe Association. This new association is to include all the shoe jobbers of the Maritime provinces. The first president is Mr. E. J. Fleetwood of St. John and the following are the officers: Mr. C. P. Humphrey, vice-president for New Brunswick; Mr. R. D. Taylor, vice-president for Nova Scotia and Mr. Percy Turner, vice-president for Prince Edward Island. The executive committee consists of Messrs. C. P. Humphrey of St. John; R. D. Taylor of Halifax; P. L. Higgins of Moncton; and C. S. Sutherland of Amherst. The secretary-treasurer is Mr. Harold W. Rising and Mr. O. J. Killam is assistant-secretary.

The aims and interests of the association are calculated to not alone benefit the members but also the retail merchants in their various problems—the mail order evil for instance. A closer co-operation with their customers will be the aim at all times. Of course, the jobbers have their little grievances with the retailers too. References were made to the habit of returning goods. One speaker said he thought that some retailers do not always protect their jobbers as they should in this connection. He had known of instances where shoes were worn for at least a month and returned because the retail merchant was apparently more anxious to consult the wishes of his customer than to defend his own and the rights his jobber.

Another speaker told of a case where a pair of girl's shoes had been returned with the soles worn through. The mother of the child who had worn them said she had only had them for two weeks. It looked to be a bad case, but later when the jobber investigated it, he found that along with other school girls the child had been putting in her spare time with a skipping rope on a concrete pavement. After that it was not hard to see

why her soles were so quickly used up. Another complaint investigated was that of a farmer who returned a pair of long boots there being on the outside of one a hole that seemed to have been worn through as though the leather were rotten. It was found that the farmer had recently been doing his fall ploughing and that as he walked in the furrow he was continuously scratching the side of the boot. Leather isn't sheet iron and the farmer paid.

The unanimous opinion was that something should be done to protect the jobbing trade against cases of this kind and that in future retailers should be asked to investigate all claims very carefully before they made allowances.

\* \* \*

### Truth in Advertising

How long can a merchant continue to "go out of business"?

This does not seem to have been definitely determined at law, suggests a bulletin from the Associated Advertising Clubs of the World, although in certain recent cases, through the influence of the Vigilance Committee of that organization, "going out of business sales" have been stopped, when merchants who so advertised did not keep their promise and "go out."

One recent example was at Two Rivers, Wis. Some time ago, the Two Rivers Chamber of Commerce wrote the National Vigilance Committee of the Associated Clubs, asking what might be done in the case of J. D. Musial, who was operating a shoe store there, and who was reported to have conducted several previous "going out of business sales"—though he stayed in business.

The Vigilance Committee called the attention of the Chamber of Commerce, to the fact that Wisconsin is one of the thirty-six states where advertising men have obtained truth-in-advertising legislation, and suggested to Mr. Wagner that the case be handled under that law.

This was done. In a recent letter to the Advertising Association, the Two Rivers Chamber of Commerce said it was only necessary to take a photograph of the store with the sign, then to call Musial's attention to the truth-in-advertising law. He was informed that the photograph had been made and that the Chamber of Commerce believed he had violated the advertising law.

As a result, Musial went out of business in reality. He sold his stock of shoes to a man in the business of making quick disposition of stocks and, this time, the "going out of business" signs were truthful.

In another recent case, in Baltimore, involving a clothier, similar action was taken. The judge before whom the clothier was tried, told him that he must go out of business or quit saying that he was going to do so. He sold his store.

In numerous other cases advertising club vigilance committees have obtained similar results. They have

acted when they found a "going out of business" stock of merchandise was being replenished or when such a sale was made to drag on for so long that it was apparent that the merchant had no serious intention of quitting.

\* \* \*

### Merchants' Association of Montreal

The Merchants' Association of Montreal was recently formed with the idea of protecting the retail merchants from unnecessary financial losses. No. 1 of the official bulletin of the association is dated March, 1919, and is the medium through which the work of the executive will be made known. A matter that has just come to the attention of the association is that of fraudulent failures and a movement has been put on foot intended to deal effectively with it. A sum of \$25,000 will be available to prosecute any fraudulent debtor. The fund will not be actually collected, but 500 merchants will subscribe \$50 each, subject to call as required.

\* \* \*

### Hosiery in the Shoe Store

Hosiery is being handled successfully in some shoe stores and there is a good future for this department under the right conditions. The consideration for any departure, side lines or additions to the shoe store, is the financial ability to properly back them, the locality, kind of trade and, to some extent at least, the competition.

For example, we have in mind a store in the business section of Toronto—that of H. & C. Blachford—where the surroundings are favorable for selling women's hosiery, but very little men's. The sale is heavy with this concern of women's fancy hosiery. Mr. Fred Blachford, of the firm, says: "Women purchasing pumps and slippers know that they can get hosiery to match their footwear, and it is thus an opportune time to buy it. We can supply most any shade and quality and the completeness of our line enables the customer to make a satisfactory selection. It is also the logical place for hosiery sale and frequently when one is purchasing either footwear or hosiery one suggests the other.

"It is different with regard to men's, however. We sell men's hose to some extent, but a man is more likely to buy one thing at a time as he needs it, rather than go out shopping with the deliberation of a woman."

The Blachford store has a good location, and is in a position to see a hosiery department through to success. A smaller store in a poorer location might not find so much profit in hosiery. The merchant must first keep it clearly in mind that he is primarily in business to sell shoes, and before he spends too much time in shadow chasing, such as experimenting in side lines varying from trunks to umbrellas, he should get all the available retail shoe business in his locality and then hold it. The sale of hosiery, however, might be the means of keeping many customers.



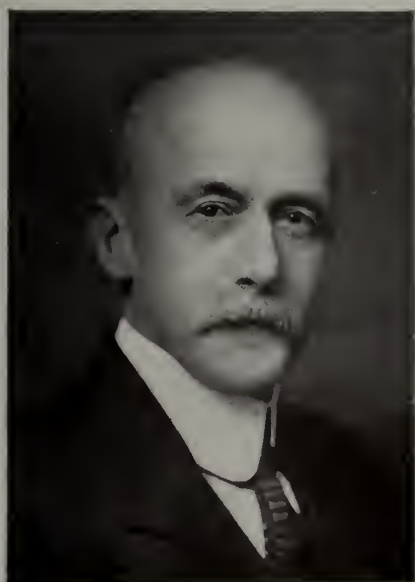
## New Peterboro Home of the Neill Shoe Company

A Monument to Fifty Years of Shoe Retailing—Old Building Destroyed by Fire Last Year Replaced by a New Structure in Which Efficiency is Embodied to the Highest Degree.

THE casual visitor to Peterboro may be pardoned for expressing surprise and astonishment on seeing the handsome new building which has just been erected by the R. Neill Company, Limited. Not that Peterboro isn't a busy and enterprising little city, but one naturally looks for stores of this kind in the larger cities like Toronto and Montreal. A representative of Footwear in Canada was in Peterboro recently and, through the courtesy of Mr.

years' experience in the general store business. Since then the business has grown to large proportions and a chain of stores is conducted in a number of places in Ontario, the head office and main store being in the new building at Peterboro.

Mr. Neill considers the foundation of a shoe business to be "right buying"—it is better to cater to the needs of the majority rather than the minority or, in other words, a successful retailer will study the needs



Mr. R. Neill, President



Mr. R. J. Kidd, Vice-President and General Manager

R. J. Kidd, vice-president and general manager, was privileged to inspect the entire building.

The business was founded fifty-three years ago by the late Robert Neill in Barrie, Ont., and fifty years ago the present head of the firm, Mr. Robert Neill, joined his father's establishment, having had three

of the prospective customers in his district and avoid extremes one way or the other. He believes that the most profitable business is done in staple everyday goods. In addition to right buying there is considerable importance attached to the choice of executives and in this connection Mr. Neill has gathered around

him men who not only know the shoe business thoroughly but are enthusiasts.

Mr. R. J. Kidd, general manager and vice-president of the company, has been with the firm for about seventeen years. He handles all the buying and directing of sales. He has some very rigid ideas on modern merchandising and is, in large part, responsible for the progressive attitude of the Neill stores with regard to advertising, window displays and more intimate contact with the public. To Mr. Kidd, also, is due a large share of the credit for the design and erection of the new Peterboro store and warehouse.

The new building, as will be seen from the photograph, is a handsome structure 50 by 80 feet, four storeys and basement, constructed of steel and concrete faced with terra cotta and ornamented with tile and copper. It is thoroughly fireproof throughout and each



The visitor to Peterboro is instantly attracted by the handsome exterior of the Neill Building

flat is not alone provided with a fire hose but also with emergency buckets filled with water and contained in large tanks. These extra precautions give a very favorable insurance rate. The building is steam-heated and completely equipped with all conveniences. An eight-line private telephone system connects all departments and an electric elevator runs from the basement to the top floor. For the comfort of salespeople and customers a sanitary drinking fountain has been installed on the ground floor. The water before reaching the fountain passes through a cooling system supplied with ice.

The basement of the building is used for the stocking of rubber footwear, dressing and other accessories that call for cool, dry storage. A vault for the records and books has also been built in the basement and here too is located a very modern repair department. This was completely described and illustrated in the April issue of Footwear in Canada and consists of a Champion F-50 finishing outfit, Champion Universal curved needle and awl stitcher, a combination clincher fasten-



View looking down the left side of the store

er and heel slugging machine, a Champion hand power skiver and a Singer patcher. With such modern equipment the firm confidently expect this department will be a money-maker. Work is lowered to the basement by means of a dumb waiter.

The ground floor is very spacious and comfortable. The entrance is tiled in white, the windows being trimmed with copper and the floors of quarter-cut oak, highly polished, afford a fitting background for the excellent displays characteristic of the Neill store. The store fittings are mahogany and the seventy-two arm-chairs are exceptionally comfortable. All cartons are uniform and there is space at the top of the shelves, enclosed in glass, for the display of valises, bags and so on. There are a hundred and twenty feet of these display cases, which are prominently shown in the ground floor photographs herewith.

The centre of the main floor, between the supporting pillars, is used for display cases, there being six silent salesmen with special sloping front glass to more effectively display special lines of footwear. These



View looking down the right side of the store

silent salesmen have marble bases. Other show cases are used for shoe accessories—dressings, brushes, laces, and so on.

There are also eight double-sized mahogany cases,

each arranged to hold 128 cartons of shoes, supplementing the stock on the shelves. The tops of these cases are used for display purposes. The lines in the show-cases are plainly marked with price tickets—indeed this is the whole attitude expressed in the store, to make buying easy for the customer.

Overhead cash carriers are employed at different points on the ground floor and these run into a small, elevated cash office in the rear left hand corner of the store. There are seven lines on this system, and the time required for making change is thus reduced to a minimum. There is a dumb waiter provided for securing odd pairs from the stockrooms above, thus saving much time running up and down. The store is lighted by twelve fixtures with indirect bowls each on three chains.

One of the features of the store is the Children's Department. There are six sitting chairs provided and these are placed on a stand, elevated to the necessary height, each chair being secured by a long bolt to the stand so that there will no danger of accident. The

the general offices of the organization. Considerable importance is attached to the bookkeeping and stock-keeping end of the business and in this office there are complete duplicate records of all the various branch stores. The system of stock-keeping is so complete that in the annual inventory they are seldom as much as



Part of the second floor stockroom—A lesson in orderliness

fifteen dollars astray. Mr. Neill emphasizes the importance of an adequate system of stock-record and claims it is one of the fundamentals of a successful business. The merchant should be able to tell at the end of each day just what his standing is in any line.

In addition to the general offices and trunk and bag department on the second floor there is also the stockroom for ladies', misses' and children's lines. The shelving system on the third and fourth floors is similar to that on the second and these top floors are used for men's and boys' lines and also general purposes. Large reserve stocks are kept on hand, not alone for



The mother may send her child alone to this department with perfect confidence

stand itself contains twenty four drawers—twelve on each side—these being used for gaiters and so on. In laying out the shelving for this department the firm have used the alcove style—four sections in all. This affords considerably more shelf space than would be available if the shelving simply extended crosswise. The fronts of the projecting shelving are fitted with mirrors. A number of stuffed animals and birds are employed to add interest for the children. These are shown in the photograph.

A large overhead sign brings the position of the Children's Department prominently before all customers. To the right of this sign there is also another one calling attention to the location of the Trunk and Bag Department. This is situated on the second floor in a very bright location and is easily reached by either the elevator or stairs. The idea of placing this department on the second floor was because the Neill Company realized the vast difference between selling shoes and selling travelling goods and they felt that, by getting the customer away from an atmosphere of shoe selling, all would benefit.

On the second floor also, at the rear, are situated



The Trunk and Bag Department

the Peterboro store, but for all the branches in the province.

The Neill stores do business on a cash basis. Long ago they realized that this was not only the wisest course for themselves, but also the most beneficial and fair to their customers. Few retailers can handle a large credit business without accumulating a quantity of bad debts—it's an inevitable outcome of the system.

Somebody's got to make good on these losses and naturally it falls upon the good-paying customer. The Neill Company have demonstrated the fact that it is possible to figure their mark-up much more favorably for the customer as a result of eliminating credit and its accompanying bookkeeping complications.

Quite naturally, after half a century of shoe retailing, the Neill Company have reduced the buying problem to a science. They have studied the needs of the people in their locality—they know just what to buy and the proper price to pay. It is a one-price store and the aim of everyone on the staff is to give a square deal

and courteous treatment to every customer, whether he is buying a pair of shoes or merely a pair of laces.

Altogether the entire organization is a credit to Peterboro, the province of Ontario and the whole Canadian shoe industry. Their success is enviable but only representative of years of painstaking toil and endeavor to give service to the public, and it has been a pleasure to place before the readers of Footwear of Canada some of the details in connection with the new Peterboro store and warehouse. We sincerely trust that, in their handsome new building, the R. Neill Company will continue along the path of prosperity.

## A Woman's Success in the Retail Shoe Business

An Annual Turnover of \$100,000 After Only Four Years—Competitors at First Gave Her Six Months to Last—Now They Find She is Taking Their Customers.

**O**N one of the main streets of a thriving Canadian city there is a little shoe store—neat, but unpretentious. The sign on the window reads just "Patterson's."

At a casual glance there is nothing about the place to indicate that it differs notably from any of the other thirty-odd shoe stores in the city—but the history of the place is that of a woman who has taken her place alongside of men in retail business, asked no favors, and "made good."

It is not quite four years since Miss Mary Patterson, owner of the store, threw her doors open to all and sundry requiring footwear. Last year, she turned her stock over four times, and her total volume of business amounted to over \$70,000. This year, if she maintains the increases of the first five months for the next seven, her business will come close to the \$100,000 mark.

Miss Patterson was brought up in the shoe business. In "the old days" her father made shoes for the elite of the city, and she spent several years as a clerk in one of the principal shoe stores. Few know footwear better than she.

When she ventured to open up "on her own," she had just a small capital, and had to proceed cautiously. Forty-five dollars went for a show-case; \$27.00 for an awning; \$15.00 for fixtures, and a like amount for a bench; \$12.00 for chairs, and \$3.50 for a cash drawer. The rest went into stock.

It was in the Fall of the year that she opened her store. Her competitors—all of whom were men—refused to take her seriously. They gave her until Christmas to last.

The Yuletide came and went, and "Patterson's" continued doing business. Competitors decided that she might "get by" until the date on which Spring payments fell due. May 4th passed without any bankruptcy notices appearing.

Footwear merchants began to realize that Mary Patterson was in the business to stay. They "took notice," and discovered that she was getting their customers. They observed that she was gaining patronage—enjoying a "steady" class of trade ranging from "the best in town" to those of more moderate means.

While unpleasant to recount, it is nevertheless a fact that one or two male competitors resorted to unmanly tactics—tactics which reacted upon themselves. A story serves to illustrate the point:

One of Miss Patterson's customers—the daughter

of a wealthy resident—was going away on a vacation, and wanted a shoe that was "coming in" at the time. Miss Patterson did not have the proper size in stock, but volunteered to get it for the young lady. However, the time was short, and she was not sure that she could obtain the shoes before the customer intended going on her holiday; consequently, she advised the lady to "look around" and see if she could not get them elsewhere.

The customer adopted the suggestion, and found a pair such as she wanted in another store. She asked the price, and the merchant told her.

"That's a — shoe, isn't it?" asked the girl.

"Yes. I'm the only merchant in the city that carries that line."

"Why, I was offered the identical shoe at a Blank street store, only they didn't have my size."

"Where?" The man enumerated the various footwear dealers on the street, "Patterson's" excepted.

"No. None of those places."

"They're the only stores on Blank street that you could call shoe stores," he retorted.

The girl resented the remark, and left without buying the shoes.

The incident was witnessed by a traveller, who admired the manner in which Miss Patterson was conducting her then small business. Later in the day, he called at "Patterson's" and told her what had happened.

While they were talking, a woman came in, and opened a parcel containing a pair of boots.

"Can you tell me what size they are?" she inquired. "I got them at —'s, and they told me they were threes. They're too loose, and I think they're larger than I asked for."

The dealer the woman mentioned as that of the store where she had bought the boots was the very man who, earlier in the day, had been guilty of the "knocking."

Miss Patterson looked at the boots, saw that they were size three and a half, but replied: "I can't tell you about the size. We don't handle this line, and sizes sometimes vary, according to the different manufacturers' standards."

The woman thanked her, and left the store.

"Well, I'll be—" the traveller didn't say what.

# A Call to the Shoemen of Canada

Manufacturers, Jobbers and Retailers. Also the associated industries—Manufacturers of Shoe Findings and Fabrics, Leather, Shoe Machinery, Shoemaking Equipment, Paper Box Manufacturers, Shoe Polish Manufacturers, Last Makers, Heel Makers, Counter Makers, Fibre Sole Manufacturers.

You are invited to come to the

## First Canadian Shoe Style Show

To be held in the Auditorium

KITCHENER, ONTARIO

July 21st to 26th Next

In addition to securing a comprehensive and accurate knowledge of the latest developments in style this outing to Kitchener will take the form of a vacation—something that most shoemen will more than likely be in need of. The Entertainment Committee are burning the midnight oil; there will not be a dull moment. For those who possess automobiles the Ontario roads are good and the trip a most enjoyable one.

*You Can't Afford to Stay Away!*

For full information write to the Executive Committee—Mr. Charles Ahrens, Mr. A. Inrig, Mr. Oscar Rumpel, Mr. H. O. McDowell or Mr. A. A. Armbrust.

"Such a beautiful chance to hand that fellow a dose of his own medicine! And you didn't take it!" Amusement showed in his face.

Incidentally, the girl mentioned earlier in the story, went back to Miss Patterson's store at noon on the day she was leaving the city, and the boots were there for her. She is now "a regular."

Miss Patterson has made a hard and fast rule of "Satisfaction or your money back"—a good principle professed by many, but practiced by few. If her footwear does not give satisfaction, she wants to know it—and make good. This fact is recognized by her clientele, which ranges from a goodly number of the city's "best families" to the letter-carriers. There are a hundred of the latter in the city, and last year she shod fifty of them—which is an average hard to beat when it is remembered that she is but one of more than thirty boot and shoe dealers.

This year, the Government wrote the various footwear stores, asking whether they were prepared to quote special prices for boots to the "posties" in various quantities. Previously, the method has been that of issuing the men with orders, valid in any store.

Miss Patterson replied that she had but one price for her shoes, and that consistent with the value given; that she gave no discounts and was willing to forego the business if the letter-carriers considered that they had not been getting satisfaction on previous purchases from her.

Competitors no longer laugh at "the woman's store." They grant Miss Patterson her place, which was won by the application of such principles as have been indicated in this story.

### If I Were a Shoe Dealer

**I**F I were a shoe dealer, says a writer in *System*, or the proprietor of a repair shop, I would not only accept such business as came my way, but I would also reach out for it. To do this I would advertise my repairing facilities. I might, for example, display in my window several pairs of shoes which have been repaired. Small attractive cards would explain the different kinds of repairs, their advantages, and prices.

In my newspaper advertising I would first emphasize the advantages of and the necessity for repairing because of the scarcity of materials and the increasing higher prices, and, secondly, I would put forth my superior facilities for repairing satisfactorily.

I would keep on hand a quantity of foot powder. This I would put into small envelopes and distribute as samples. For example, I would set aside ten days on which to give away the foot powder. On the first day a sign in my window would announce: "This is policemen's day." The sign would also announce that a package of foot powder would be given to any policeman who would leave his name and address.

On the other days I would make the same offer to conductors, motormen, drivers, store salesmen, and others who stand at their work.

Market reports from Boston indicate that prices for kid and side upper leather are strong, the supply of the latter not being equal to the demand. Sole leather is selling actively with every indication of higher prices.

## Amicable Settlement of Labor Troubles

### Manufacturers Desire Fair and Business-Like Arrangement—Decision Almost Unanimous for 49½ Hour Week

As a result of a series of meetings culminating in the latest held in Kitchener recently, the Ontario Shoe Manufacturers' Association are able to announce that practically unanimously throughout the shoe factories in Ontario, on or before June 1st, 1919, the hours of labor will be forty-nine and a half per week. This decision will affect about 3,500 workers distributed in a dozen or more towns and cities in Ontario.

The successful outcome of this movement is a considerable triumph for the capability, which amounts almost to a special genius, of Canadian business men to sit down together and reach a reasonable solution of any difficulty that may arise, in a fair and business-like way.

The relations between employers and employees in the shoe industry have always been of the most cordial character. Few difficulties have arisen that have not been settled in an amicable spirit.

Since last June the matter of standardizing conditions has been under consideration. Various committees have been giving different phases of the subject full consideration and their reports have been fully discussed at representative meetings.

Owing to the fact that only about a fifth of the shoe workers had formal organizations through which they could be represented, a considerable part of the negotiating had to be done by individual firms taking the matter up with their employees and then reporting for action on a common basis.

At one of the meetings great stress was laid by the workers' representatives on the desire of the employees to have shorter hours of work in a day. Three reasons were advanced for this, two of which were somewhat contradictory. First, it was felt that the workers had something due to them out of the war. They should have more leisure time at their disposal for self improvement and social welfare in accordance with what they felt was the spirit of the times. Second, if fewer hours were worked, and production thereby decreased, the problem of placing returned soldiers who wished to get back into the shoe trade would be more easily solved without creating disturbance among those workers who had been engaged in the trade during the war. Third, they stated that the hours would be slightly reduced without hardship or increased cost to the manufacturer, because production could be maintained on the same level as in working the slightly longer hours.

The two latter reasons are contradictory, and it was the last one that seemed to have the greater emphasis placed on it by the workers' representatives during the discussion.

At this meeting the whole economic situation was thoroughly gone into, and the matter of competition arising from outside the territory of the present enquiry where longer hours were in force and cheaper labor obtained, or where the productive units were so large that overhead cost and unit costs per pair were lower, thus creating favorable conditions for formidable competition.

The question was discussed most frankly and freely on both sides with an absence of suspicion that is becoming more and more characteristic of gatherings of this kind. A minority, however, seemed very determined about the institution of a forty-four hour week. The granting of this request seemed for the present a practical impossibility as there is a serious shortage of shoe workers in the province. Various firms reported a condition which showed that even working fifty-five hours per week they are unable to get within 20 per cent. or 30 per cent. of the production they desire, and no skilled shoe workers are available to enable them to get higher production by increasing their staff.

About seventy-five per cent. of the factories in Ontario are working the fifty-five hour week or longer. Anything more than a ten per cent. reduction in working hours might prove a serious blow to the whole industry since it is yet to be proved that production can be maintained on the lower hour basis. The manufacturers, however, are confident that this forward step they have made will increase the co-operation they receive from the employees and will strengthen the cordial bonds between them.

The weekly earnings of the employees will not be lessened. Owing to the different systems in vogue of settling earnings in the different factories, no general rule can be laid down, but it is certain wages will be at least maintained at their present high level.

### Suburban Retailer Says "Stick to Staples"

EVERY shoe retailer has his own troubles, but I believe that the man who is doing business in the suburbs of a big city has more than the usual number." This was the view of a shoeman who has a fair-sized trade in one of the outlying districts of Montreal. "I am asked for all descriptions of stock which would require many thousands of dollars to carry—and surprise is sometimes expressed that I do not stock this and that out-of-the-way article. Of course, these inquiries are not sufficiently numerous to warrant me putting in the goods. I did once try the experiment. I had a certain number of inquiries for a line and I bought some of the goods. But they proved mighty slow sellers, and now I stick to such goods as I know will sell reasonably well. Staples are my lines—experience has proved that I cannot, in this district, compete with the down town stores in fancy goods—customers will go to the big stores if they want the very latest styles and the suburban retailer who attempts to do both a staple and a fancy trade is likely to get a heavy lot of goods left on his shelves."

### No Man's Land

A number of retailers in different sections of the United States have been re-designing their stores so as to give a greater degree of privacy to women customers. Just how this would work out as a general thing is difficult to say. Where there is considerable evening trade and women come in with their husbands there is bound to be an invasion by mere man into the sacred territory. In the larger down-town stores, however, where women do much afternoon shopping the idea would seem to be a good one.



## *Competition is War and War is Hell*

*A merchant asks himself: "Why is it a good thing for me to undersell the man across the way and drive him out of business? And why is it a good thing for him to undersell me and try to drive me out of business? If either succeeds will not a stranger take his place?"*

**W**HAT is competition? The man in the street laughs at the question. "Why everybody knows what competition is." Well, what is it? "It is the effort of the other fellow to get my job," the laborer cries. "It is the effort of the other man to get my customers," the merchant and manufacturer respond. "It is the fierce struggle for life and means the elimination of the weak, the survival of the strong," the biologist says, and dismisses the subject.

Is it so?

Then competition is not worth preserving; it is biological rather than economic, a natural rather than a human condition; it is part of the philosophy of evolution rather than a matter of ethics; it is on a level with other relentless forces with which men are striving; like the familiar doctrine of the "survival of the fittest"—it is more than non-human—it is "humish."

Jerome K. Eddy has written a book called "The New Competition," which is an examination of the conditions underlying the radical change that is taking place in the commercial and industrial world—the change from a **competitive** to a **co-operative** basis. Times are changing, he says, and with the times, business methods. Secrecy is yielding to publicity, men are coming out into the open and dealing more fairly with one another. As an inevitable result, competition is undergoing a change, the old is giving away to a new—true competition is taking the place of the false.

The country feels that things are happening, but they are happening so fast it does not quite comprehend. The people do not understand the new competition that is slowly but surely taking the place of the old—courts do not understand it, legislatures do not understand it. Therefore, they oppose it and vainly try to preserve the old and vicious order of things—try to make men fight when they no longer wish to fight, try to make them destroy one another industrially and commercially when, in fact, they are eager to establish industrial and commercial peace.

The old cry, "Competition is the life of the trade," is yielding to the new cry, "Co-operation is trade." The old cry is the echo of primitive and barbaric conditions; it never did mean competition on terms of fairness and equality. It meant the relentless suppression of the weak, the merciless triumph of the strong. It means methods so questionable that they are now condemned as criminal.

The old, with its unfair advantages; its secret prices and rebates; its conspiracies to ruin competitors; help to favored parties, localities, towns, at the expense of others, is passing; the new is taking its place, is winning its way in spite of ignorant clamor, regardless of legislative enactments, in the face of hampering decisions; it is winning its way because fundamentally, it is right—it is progress.

# Stockdale Says You Must "Display Your Goods"

**F**RANK Stockdale, the merchandizing specialist, recently addressed the retailers of St. Thomas, Ont., under the auspices of the Board of Trade. Three talks were given on successive nights and it so happened that, although the advertised time of commencement was 8 o'clock on the first night, a number of retailers were late. Stockdale seized this opportunity of pointing out to them the importance of promptness and its application to their businesses. If retailers allowed themselves to be late at meetings of this kind they would quite likely be tardy in business matters.

"I would recommend," he said, that every proprietor of a retail store take a vacation every year—it might be the means of avoiding a longer enforced vacation at a later date and I am not speaking entirely about his health either. When a man gets a business so that he can go off and leave it running smoothly and comes back and find it running the same way he will have done a great deal toward solving the problem of successful business."

"The retail merchants of this country are meeting today competition which is different from that which they were meeting yesterday. Men who were successful in business yesterday may not be successful in business tomorrow. Business is in a state of evolution—it is changing.

"There are many merchants whose businesses are not connected up," he declared, relating the humorous yarn of the young solicitor who carried on the imaginary conversation with an imaginary client when a supposed customer walked in his new office. The customer turned out to be the young man from the telephone company who had come to connect up the phone. "I'm from the telephone company," explained the speaker. "I've come in to connect you fellows up."

"Some of your businesses may be short-circuited; others may have their lines crossed. A man who gets his business short-circuited is the man who goes around in a circle. He can't hope to progress. The next thing that will occur will be a fire or a wreck."

"Thinking to most people is a painful process. It causes agitation of the brain cells and it takes real energy to think. Therefore only a few retail merchants think. But the man who meets today's competition must be a thinker because he is in competition with thinkers.

"He must get his business thoroughly grounded. It is startling but it is true that most retail businesses are built on shifting sands. They are unstable. It is safe to say that from eighty to ninety per cent of the business men have built their businesses on shifting

sands. There are only a few who realize that they must do some thinking in connection with their business.

"Exchanging ideas is the greatest bargain in existence and we are all looking for bargains these days. The idea market is the greatest thing in the world for it is education and there is nothing greater than education. Most failures are based on ignorance."

## Experience and Theory

"Experience or theory, which is the more important?" asked Mr. Stockdale. "Which is the more important the chalk I hold in my hand or this blackboard? The blackboard represents experience. How far does a man go on his own experience? The man who doesn't have any more dollars than he had twenty years ago is only half as well off.

"Think of the difference between the great Oriental nations — Japan and China. If ever a nation had experience it has been China. But Japan had experience too. Japan was backward and stagnant until it reached a point, not long ago, where it decided to go out and learn from the other nations. And so Japan sent out emissaries and got the very best methods from all the other nations and then Japan selected the very best of them. What is the result? There is not a nation in the world today that has made such rapid strides as Japan. But China is still banking on her experience alone. And so I go out and classify the retail merchants of a town. Some of them are Japs and others are Chinamen.

"If you would only change one letter in one word of the retail business you would solve the problem. If you would only change the "O" in adopt and make it adapt. If you would only get hold of a few ideas and adapt them to your business—do a little thinking."

## The Ploughman and the Calf

"The main trouble with so many retail merchants is that they do not lay the proper foundation," declared Mr. Stockdale. "They are like the man, who went into a field to plough it and as he went to strike out his first furrow he saw a calf at the other side of the field and he selected it as a mark to plough to. He started and so did the calf.

"As the calf ambled along the ploughman guided his team toward it and in the end the calf had taken him way over until his furrow was far from straight. And right behind where the calf stood was a huge boulder, weighing several tons. It had been there for years and was firm and secure. If the ploughman had had his eye on that boulder he would have ploughed a straight furrow.

"There are a lot of retail merchants who plough

Efficiency means "buying from a Hebrew and selling to a Scotchman—at a profit."

It is the job of a pessimist to buy and an optimist to sell.

You should buy in cold blood and sell with enthusiasm.

Selling goods for too high a price is as bad as selling too low.

When you lose enthusiasm you lose sales.

Advertising is the artillery of business —the people behind the counter occupy the front line trenches.

for the calf. They pattern after some one else and are therefore continually changing their methods. They have no fixed mark to plough to. The man who picks out the boulder and ploughs straight for it in his business is the man who wins. But how many men have fundamental principles in their business, that never change. There are very few and that is the reason there are so few successes."

#### The Big Four of Business

"The general store is passing and has passed," said Mr. Stockdale. "It is not my policy to think of it any more. There are really just four big factors in the retail business to-day. The specialty store and most of the stores in St. Thomas are that to-day; the department store, which is a collection of specialty stores under one roof; the mail order house which is a department store doing business by mail, and the chain stores, which are a linking up of specialty stores."

While Mr. Stockdale acknowledged that the primary thought in connection with chain stores had been cut-rates, he saw a rapid getting away from that idea. He considered that the majority of chain stores were now getting about as good a price as any of them. But the big four were the important factors of the day, each competing with the other.

He also foresaw a gradual increase, in the near future, of the chain stores in Canada, which, he acknowledged, had gotten a firmer hold in the United States than in Canada.

"I know that the mail order houses are going faster in Canada, but in the United States the chain stores are eclipsing the mail orders by a large margin and I feel confident that Eastern Canada will have more chain stores in the future," he stated. "The reason of this is an underlying one, perhaps not apparently to all. But when you talk with men who are thinking of expanding they talk of chain stores and not a large mail order house."

He did not think the chain stores were ousting the mail order houses, but he did think they were taking business from the specialty stores, and the reason was that the chain stores were backed by a real organization, who watched the markets continually and regulated their prices accordingly.

#### Organization All Important

Mr. Stockdale dwelt at length on the necessity of organization and efficient managership in all retail businesses. This he declared to be the whole secret of the success of the chain stores.

"While the arm of the outside competition is transportation and the weapon is advertising, neither of them is important unless they are backed by the other—the most important of all—organization," he said. "Organization is the strength of competition. The only difference between chain stores and specialty stores is the organization that one has and the other hasn't. The retail merchants who are in competition with organized ability and are trying to meet it with their own individual ability, can't do it."

"I believe that the modified chain of stores is coming. Retail merchants will link together even if it is only for their own mutual progression. They have got to have it."

"To buy goods a merchant must get the right goods at the right price, and in order to sell them he must know something about display advertising and personal feeling. He will then have to keep some accounts to figure his profits. Selling goods for too high a price is as bad as selling too low. By one you lose

customers, by the other, money. Then there are lots of men in the retail business who do not know how to take care of their money after they get it.

"There are really very few people who are both good buyers and sellers. It is the job of a pessimist to buy, and of an optimist to sell."

#### Selling With Enthusiasm.

The condensed creed of a successful business man of Mr. Stockdale's acquaintance was his idea of successful buying and selling. "That man's creed was: 'Buy in cold blood and sell with enthusiasm!'" said the speaker. "Here's where so many retail merchants get their wires crossed. They buy with enthusiasm and sell in cold blood. A Missouri merchant once told me that: efficiency consists of buying from a Hebrew and selling to a Scotchman—at a profit. It is the national trait of both to be either a good buyer or seller. You know which is the buyer. Nine out of every ten merchants are following the wrong course. They do not generate their own enthusiasm, but allow someone else to do it for them. The man who generates enthusiasm is a salesman. Enthusiasm is like electricity. It is there but you can't see it. It is the same thing as personality. When you lose enthusiasm then you lose business and the only kind worth while is the kind you generate yourself."

"A successful Ottawa merchant once said that he never allowed himself to get enthusiastic about merchandise when he did not own it, but once he owned it, it became the greatest merchandise ever brought to Ottawa."

"Buying in cold blood is the only way. Buying in deliberation, with the facts and details before you."

#### The Age of Display

"This is the great age of display," continued Mr. Stockdale. "The fly-paper stage of business is past. There was a time when customers used to light and stick. It is no more. This is the day of the looker and shopper. People are travelling to stop and look and they expect the merchandise to be out where



Fine Shoes make fine babies—A new line of turn shoes for baby—Made on specially designed last with wide forepart and narrow heel seat—Claimed to be so flexible you can roll it upon a pencil—Different colors in soft kid.

they can see it. Those who are displaying their goods remember this and that people are particular about having them displayed.

"I had a lady recently tell me that she liked to go in a store on a busy day when there was so much merchandise out on the counters without bothering the salespeople. People want to look at merchandise. They will go somewhere else if you have not got it displayed on them.

#### Advertising the Artillery of Business

"Advertising is the artillery of business," the speaker declared. "It is the only way to reach out. Advertising is really the only competition you have here in St. Thomas. It is continually reaching out for business. And while advertising is the artillery of business, the people behind the counters occupy the front line trenches.

There are lots of managers who cannot list the confidence and co-operation of other people. They are either the domineering or fearful kind and it does not get them anywhere.

"To-day is the age of trade, the era of real thinking. Are you an operator of your business machine or just a mere wheel in that machine?" asked Mr. Stockdale in conclusion. "If you are a mere wheel, then who is your operator? In the chain stores they always have an the energy, the ambition and the brains of the other fellow."

## Trend of Toe Styles

### Better Last and Shoe Construction Removes Dangers of Pointed Toes—Popular with Returning Soldiers

**S**OME styles authorities have stated that the extreme in pointed lasts had been reached in men's shoes in the samples for next fall and winter. It has also been said that this season would be the beginning of the end of the narrow toe. A number of well known retailers with whom we have talked, however, say that the pointed toe will be stronger than ever next winter and next year.

One of the most prominent last makers, Mr. Sturgis, of the United Last Co., Limited, Montreal, looks for a continuance of the pointed toe effect with the long vamp. This will always, or for a long time, be popular in women's trade, but in considering men's there is more and more evidence of a longer run on the narrow toes than was at first believed possible.

#### Former Experience Expensive

The experience twenty years ago was so disastrous to both producers and retailers and also to the human foot that it was thought there would never be a return to a shape so unnatural and ungainly and troublesome.

Style, therefore, was built around the medium round, coin and half-coin toes and some of the squarer variety, and at times comparatively narrow toes. There has, however, been such a development in last construction and shoemaking methods that what was impractical twenty years ago is now possible through a different kind of shoe and last building. The present toe in men's shoes is built over a last having more ball room and the shank is so cut, and the instep curved, that the whole foot is in a well fitted shoe.

The only difference between the pointed shoe and the shoe of a year or two since is that the new one has a point but with the same amount of foot room at all measurements. In fact, an advantage claimed for the next season's styles with the long vamps is the opportunity for the foot to spread out. It is claimed by expert last builders that the shoes for some time have been too stubby, dwarfing or crowding the toes to some extent.

#### Women's Will Continue Narrow

In women's styles there are indications of a continuance of the long narrow effect with extreme pointed toe. Quite contrary to this are the present shapes in Paris in which the short and open vamp with stubby or roundish toe prevails, according to the latest pages of the French papers.

The new lasts now being brought out, however, in Canada and the United States have more grace and apparent effort shown in them to fit the foot comfortably than ever before.

A curious development is the demands of those who have been in the overseas service. It was thought the boys being used to the wide round toe with the general spread of foot room would want that sort, or a roomy shoe, in the future. It is not so, however, with many of them, for they say that they had enough of that kind and want narrow shoes which appear dresier. "The narrower the better" they say.

The narrow toe is not a dangerous proposition today if handled along the lines mentioned above, namely, a well built shoe on the right kind of a last. That doesn't mean though that retailers should overload on them. A certain percentage of the trade like shoes of that kind and the merchant should accordingly know about how far the needs would go in his particular locality in that respect.

### Retailers Should Educate Customers on the "Why" of High Prices

**O**F course, now that the war is over prices are cheaper?" This, according to a Montreal shoe retailer, is the query which greets him daily.

The question is put in many forms, but the above is the effect of it. "Many customers," added the retailer, "have only the faintest conception of trade conditions; this refers particularly to the women. They simply know that the war is over—therefore, prices ought to be lower. Yes, they tell you, they know that raw material is scarce—but the war is over, and that settles it in their minds. They do not stop to think that the goods were bought months ahead of the time they were delivered, and that even if manufacturers' prices had come down since the armistice retailers would still have considerable stocks bought at old prices. With this idea that shoes ought to be cheaper, some customers have formed an impression that the retailers are making undue profits. It is up to us as retailers to educate our customers as to the reasons why goods are read. They have to pay high prices in other lines and we are under the same general laws of supply and demand. We certainly know there will be no lower prices, and I look for slightly higher values—and our customers should be told the why and wherefore."

# Organizing From the Ground Up

*The Usual Suggestions for Organization Are Too General—Here's Something Concrete and Workable—A Plan that Starts at the Bottom and Works Up—There's No Use Crying "Let's Organize" and Trying to Put the Roof on First.*

**D**RIVEN as we have never been before by the high cost of both material and labor, the footwear industry is confronted with the problem—the same as other industries—of ferreting out ways and means of offsetting these apparently uncontrollable factors. At the moment there seems only one logical solution—greater efficiency—elimination of waste of every kind.

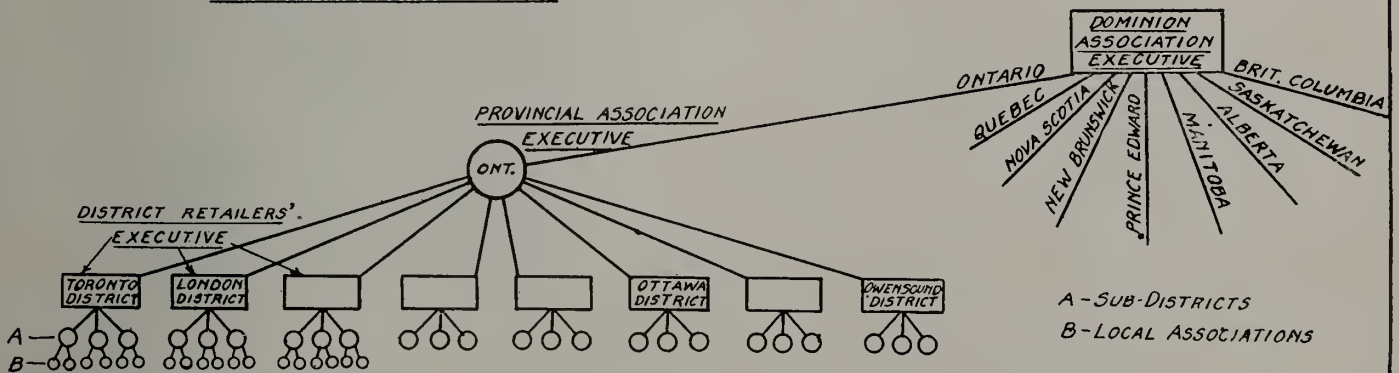
For the retailer the problem is the same, in effect, as for the tanner, the manufacturer, or the jobber. He has many weak spots that must be straightened up. Poor co-operation with his fellow retailers and with the other branches of the trade; imperfect merchandising methods, poor system of accounts and stock-keeping; labor troubles; slow turn-over; varying styles, and so on.

Yet, with all these varied troubles, what is there that is not possible of solution if the trade will just work together? If each will but take an impartial view of the other's troubles? If every man will only say to himself, "Now I'm going to hear the other man's viewpoint before I judge him, and I'm either going to convince him or he's going to convince me." And that just means as a foundation—organization. The manufacturers must be organized—also the jobbers, and last—the retailers. Then they can get together.

Just at the moment it is the retailer that most lacks organization. And it's not for lack of desire to get together. The fact is, Canada's a big place and individuals are separated by long distances. One bulk organization seems an impossibility. The solution lies in another direction.

The building and construction industries were faced with the same difficulties as the shoe retailers. So was the electrical industry. Yet they found the solution. How? It is so simple that one wonders the scheme was never tried in Canada before. It is, in effect, by elected, rather than mass, representation, and follows closely the scheme of parliamentary procedure. Its adaptation to the retail footwear trade is shown in the sketch below. We shall be glad to hear what you think of it.

—A CONCRETE PLAN OF ORGANIZATION FOR—  
—THE RETAIL SHOE TRADE—



This diagram represents the "new idea" in organization—working from the ground up. Each unit, however small, may, if it see fit, stand aloof from every other unit, but, on the other hand, there is opportunity for the closest possible co-operation. One of the biggest features is that the failure or inactivity of any one unit cannot wreck any of the other units. The units of this organization are like a company of soldiers in line—if one falls out, the others simply close up.

The plan has its "foundation" in the formation of small local groups (marked "B" in the drawing) in cities and towns—Hamilton, Whitby, Regina, Carberry, Nelson, Sherbrooke, St. John, Halifax, and so on. There could be, and would be, doubtless, hundreds such, to deal with purely local matters. These small groups, in the majority of cases, would be so placed, geographically, that two, three or more of them could meet together on occasion—or elect representatives to do so—to discuss matters of interest to, say, a county or similar area. Provision for this is shown on the diagram at "A". The "Districts" would be the third step up—the third storey of our house—and would group the "county" organizations about important city centres, including areas of, possibly, 100 miles radius—this would naturally depend on geographical location, railways, etc. The "District" organization would, for the most part, be merely an executive, representing the county groups. It then follows naturally that the fourth "storey" is a Provincial executive, and the top "storey" a Dominion executive.

## “Plunder on Boots and Shoes”

Executive of Manufacturers' Association Reply to Insinuation Printed in “The Farmers' Platform”—Also Take Up the Matter of Export Business

AT the meeting in Ottawa, on April 15th, of the executive committee of the Shoe Manufacturers' Association of Canada, further steps were taken to further export business to England and the European Continent. Mr. H. C. Wilson, inspector of boots for the Militia Department, was appointed representative of the export group, which is represented by 30 Canadian firms. Mr. Wilson's expenses are guaranteed by the firms who are parties to the arrangement. He will thoroughly investigate and report upon the export possibilities and will be furnished with a large number of samples, and with data as to the capacities of each plant, styles, prices, etc.

The urgency of Canadian shoe manufacturers having an accredited representative in Europe was put before them by the Canadian Mission in London. Failures to have such a representative earlier was reported to have lost our manufacturers an order for one million pairs of boots for Roumania alone, to say nothing of other business constantly coming forward. It is true that Messrs. Tetrault, Daoust and Dufresne have visited England and France, but they represented their own firms' interests. Mr. Wilson will be the representative of the entire export group, and therefore of Canadian manufacturers as a whole.

At the same meeting tariff matters were considered, and the following resolution was adopted—“That our attention having been drawn to an article published in the ‘Farmers' Platform’ and circulated throughout the country by the Canadian Council of Agriculture, under the heading ‘Plunder on Boots and Shoes’ we desire to extend an invitation to a committee of the Canadian Councils of Agriculture to visit any of the Canadian shoe plants and investigate whether or not the charges made in this article are correct; and that we promise every assistance in the carrying on of such investigation and desire only that the facts shall be fairly known.”

In this connection Mr. Henry Viau, the secretary, has issued a circular pointing out that Mr. McMaster, member for Brome, stated in the House of Commons: “If shoes came from England they were taxed 22½ per cent., if from the United States 32½ per cent., and if made by a Canadian manufacturer, I beg leave to suggest that you will find their price just a little lower to what they could have been produced for abroad and brought into the country, freight and duty paid.” It means, in effect, says Mr. Viau, that the Canadian manufacturer fixes his selling price by the U. S. prices, plus the duty. This statement is absolutely incorrect, and does a great injustice to the boot and shoe industry.

The Executive Committee of the Association have under consideration the question of inaugurating a national advertising campaign, with a view to educating retailers and consumers on the necessity of encouraging the production of Canadian shoes rather than the importation of foreign goods. The retailer will be asked to purchase more freely of Canadian

shoes and the consumer will be urged to demand Canadian shoes.

The following were present at the meeting in Ottawa: Mr. F. Scott, M.P., president; Messrs. A. Brandon, Brandon Shoe, Ltd., Brantford, Ont.; J. D. Palmer, Hartt Boot & Shoe Co., Fredericton, N. B.; H. V. Gale, Gale Bros. Ltd., Quebec; R. Locke, Dufresne & Locke, Montreal; A. Tetrault, Tetrault Shoe Manufacturing Co., Montreal; G. W. McFarland, Williams Shoe Ltd., Brampton, Ont.; Geo. Blachford, Blachford Shoe Co., Toronto; Henry Viau, secretary.

It may be stated that over 50 per cent. of the Canadian shoe manufacturers are now members of the association, and it is hoped to soon get at least 90 per cent. of the firms.

### Mr. Stewart Opens in Montreal

Mr. W. H. Stewart has acquired the retail shoe business of A. E. Gadley, 344 Bleury street, Montreal. He was formerly manager of the shoe department of



Mr. W. H. Stewart

Fairweathers, Limited, Montreal, and is one of the best known shoemen in Montreal, being particularly well posted on women's lines.

### Shoe Workers' New President

BY virtue of succession from the office of vice-president, Mr. Collis Lovely has become president of the Boot and Shoe Workers' Union, succeeding the late John F. Tobin. Mr. Lovely, like his associate, general secretary-treasurer Charles L. Baine, has been on the executive committee of the Boot and Shoe Workers' Union for twenty years, since June 1899. Mr. Lovely has for many years been one of the leading labor men of the country and his succession to the presidency is warmly applauded on all sides. The general policy carried on by the Boot and Shoe Workers' Union under President Tobin will be continued under the new president. A general convention with election of officers will be held this month in Chicago by the Boot and Shoe Workers' Union.

# Some Aids to the Proper Fitting of Low Shoes

## Gaping Sides and Sliding Heels Not Always the Fault of the Shoe, but the Shoe Must be Made to Fit the Foot—Here are Some Suggestions That May Help You in Instructing Your Repairman

**T**HE fitting of oxfords and pumps so that they will not chafe the heel unnecessarily or gape at the sides is a problem that confronts the retailer periodically each season. The retailer who has a repair department has a decided advantage in overcoming these difficulties over the merchant who has not. However, even where the shoes are sent out to be repaired it is necessary for the retailer to know what needs to be done, just as it is necessary for the repairer to know how to do it. Some suggestions for the repair shop fitting of oxfords and pumps were recently offered by the Shoe Recorder and may help solve some of the problems attending the sale of low footwear.

Admitting that a shoe has been fitted on the foot correctly and intelligently, what do you do when the customer comes in a few days later and wants to know why the heels slip and the sides gape and the shoe looks and feels more like a slipper or mule than anything else?

### The Repair Department Can Help

Pump and oxford troubles cannot always be attributed to the retail salesman, or to the method of construction, for in many cases it can be shown that the specific foot could never be satisfactorily fitted in anything short of a five or seven-inch topped boot. These are cases where the oxford or pump vamps, instead of being as they are, would really need a full upper, attached to make them fit satisfactorily that particular foot.

### Perfect Fits Not Common

"Perfect fit in an oxford or pump is hit only once in three times," is the saying attributed to a New York shoe man. Perfect fit means that heel, shank and ball of the foot should perfectly match the heel, shank and ball of the last, and that every point of the vamp conforms with the structure and muscle outline of the foot.

### Corrections in First Fitting

In fitting a foot with an "A-width" heel seat and "C-width" ball from the regular stock, one is up against a proposition needing correction from the start. There is always a danger that uninformed clerks will fit this type of a foot short, because the customer says: "Why, I have plenty of room; see how my heel slips in and out!"

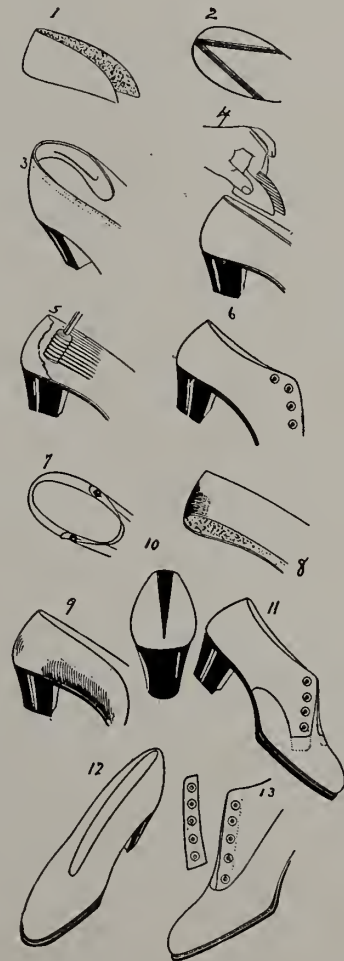
To prevent this riding of the heel up and down on the counter, don't resort to a short fit, but try a furred heel slip lining. (See No. 1 in cut.) This heel lining is a piece of leather cut out in the shape of a counter, the inside being furred up by an emery wheel, so as to give a rough and retaining surface to cling to the heel. The outer side is covered with an adhesive glue and sticks readily to the counter. This heel slip lining is skived down so as to prevent the edges playing loose. The use of this simple correction is quite general.

Another simple home-made remedy is the stitching of a piece of an elastic tape on the three points as shown in diagram. (See No. 2.)

This is used mostly in low pumps to pull in both sides of the shoe and to hold them snug with the end of the heel. The reason for the stitching of the tape on the three points as shown is that the heel when it slips into the pump causes a tightening up of the elastic cord, resulting in a closing up of the space between the foot and the vamps. This remedy has been used mostly in the case of pumps that have been worn for some time and where the sides gape widely.

Any girl in the store can stitch this elastic band into the shoe providing she folds the ends and loop stitches into the lining.

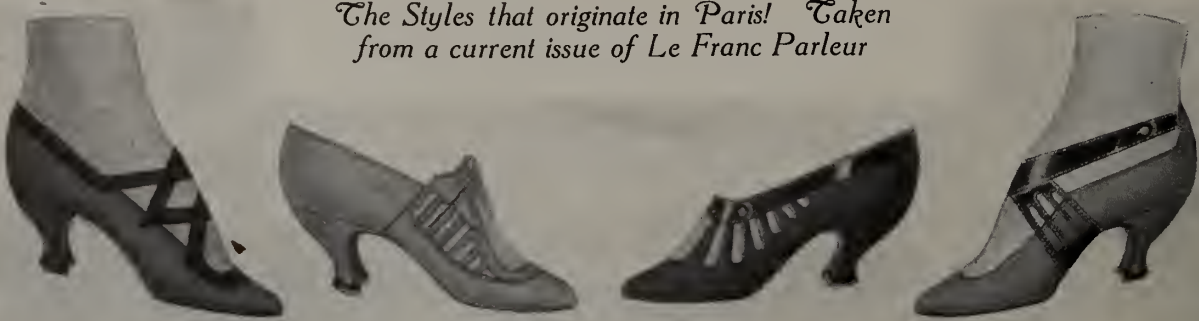
The pneumatic shoe retainer is a patented device (see No. 3) that is particularly well suited to the nar-



row heel in a wide heel pocket. Where the clerk finds a customer with a wide ball and a slim, narrow heel the trouble does not seem to be so much with the fit over all, but there seems to be a slipping at the heel with every motion of the person's foot. The pneumatic shoe retainer with its air cushion acts as a finger on each side of the shoe to prevent slipping up and down.

This is also a good device in case the heel seat is narrow and the customer has a broad-rimmed heel.

*The Styles that originate in Paris! Taken from a current issue of Le Franc Parleur*



The expansion at the base of the heel causes a gaping at the top, but the pneumatic rubber cushion with its horizontal pull tends to give a snug fit, ever tightening on the heel.

The corrugated heel slip (see No. 4) is virtually No. 1 with the slip lining made of rubber with horizontal lines corrugated upon it with just enough depression to cause it to retain the foot. This is on the policy of putting an obstruction to the heel in its habit of riding up and down in the counter.

No. 5 is practically the same thing only the corrugations are made on the original lining of the shoe by machinery. The tool used has indentions of 1/16 of an inch and these make the necessary gripping channels in the heel pocket.

#### The Foot With Thin Sides

The regulation oxford that bulges at the side and has a long blucher stay can be aided in its fitting qualities by inserting an extra eyelet. (See No. 6.) This will draw the sides tightly over the waist and instep, pulling in from all points up and over the arch. This is usually done when the foot is thin at the waist or where the instep has fallen slightly. In case the ankle bone projects and is irritated by the tightening side of a new fit a good shoemaker can cut the top slightly at the quarters to allow the bone ankle sufficient play room.

#### In Some Cases—The Ankle Strap

Pumps with the bulging and slipping heel pockets can be corrected by the attachment of an ankle strap, if the customer will stand for the change in style. (See No. 7.) There seems to be no logical reason why in some commodities this change from pump to an ankle strap pump could not be made to the advantage of the fitting qualities of the shoe and to no disadvantage to the customer. The attachment of an ankle strap is one of the simplest pieces of work that could be given to a careful shoe repairer.

#### Shrinking and Cutting Wrinkled Linings

Wrinkled linings come in for their share of the abuse given to the wear of pumps and oxfords, particularly turns. To find a shoe presented after three or four day's wear with a perceptible wrinkle at the quarters is not uncommon. In one or two cases the lining can be shrunk down tightly by the use of water and a hot iron. In others it is necessary to make an elliptical cutting in the side linings, then to bring the two edges down to a meeting point. Cement the edges, and run the brush up under the lining and apply more

cement, and then iron down the material that will remedy the error. This also will have the tendency of pulling in the tops, and if cemented down tightly will prevent in some measure gaping sides.

#### The Long Counter

Where the cuniform bone projects prominently on the foot a more advanced improvement can be made in the substitution of a long and swelled counter for the old counter. (See Nos. 8 and 9.) This can be done by an expert repair man. The long counter in some makes of pumps is a step in advance in pump fitting. The foot seems to slip into the swelled side, allowing the top to cling close to the foot. This bone, commonly called the "cue bone," gives much trouble in oxford fitting where the quarters come down over it—the ridge of leather forming a sharp edge that binds and constricts.

A good example of the use of the long counter is shown in the tight fitting top and swelled sides of diagram No. 12.

A correction that has been tried with some success is that of cutting out a V at the back of the shoe. (See No. 10.) In this lining, vamp and leather are cut and the counter is left as before. Pulling in the sides, cementing them fast and putting on a new back stay makes this oxford or pump as good as new. It can be easily seen that the top, if pulled in a full half inch or more and the cutout running down to a point, makes just the improvement desired.

#### Stitching the Blucher Stays

In No. 11 is shown a new method of detaching the blucher stays and stitching them down to a quarter or three-eighths of an inch nearer the tip. This is a careful job for the repair man but it makes a pulling in of the top when other methods fail. It makes a slightly longer blucher effect but gives the transverse pull that snugs up the fit over the waist of a slim muscular foot. Where an arch plate is used in a shoe, this often takes in the slack produced by the forward thrust of the prop, and its extra weight at the throat of the vamp.

#### The Close Tops in Pumps

Some of the newer models in pumps have tops that pull together so tightly as to leave practically no aperture. This insures a top that will not gape. Only a wide insole tread will take this top successfully. The long counter is found in this shape and gives that measure of support that makes the pump a good fitter for months.

In the straight lace shoes you are up against a pro-



position where the lace stays overlap. This overlap can be corrected satisfactorily only by putting in a new lace stay. (See No. 13.) The repairer should cut both lace stays through the eyelet holes after he has severed the stitches around the throat of the vamp. This will give him an aperture of a full half inch. Then by cutting and folding a new over-lace stay, he can stitch on the new, taking care to save the edge nearest the throat thin and smooth the stitches up the sides of the lace stay neat and close. The effect after the invisible eyelets are inserted is pleasing if the customer does not mind the appearance of an outside lace stay.

With these methods of correcting oxford and pump fits the shoe merchant is competent to take care of all

complaints of the fit of summer footwear. The changes are only possible in leather footwear. The cutting of fabrics would not permit the same neatness in reconstruction.

These structural changes should only be made when slip linings, elastics, pneumatic retainers, etc., that are applied to the inner sides of the shoe, fail. Structural changes should never be made on first fittings—they are too expensive, except on returns and refittings. Practically every recognized emergency is herein treated on the correction of pump and oxford fittings.

One of them can give the proper remedy to any complaint—always choose the easiest and most satisfactory.

## Manufacturers Outline Conditions in Various Lines

**Men's High Grade Shoes Have Shown Considerable Advance—Medium Grades Show Increase in Cost of Production—Shortage of Women's High Grade Shoes—Stocks of Medium Women's at a Low Point**

**A**T a meeting of the executive of the National Boot and Shoe Manufacturers' Association held in Boston on April 24th, some very interesting addresses were delivered having to do with the present conditions in the manufacture of different types of shoes. Mr. H. W. Cooke, of the A. E. Nettleton Company, in considering prices of January 15th last, said: At that time we felt we had reached the danger point in prices and that further advances would mean curtailment of a volume that even then was as low as would allow a profit on manufacturing. Since then, however, prices to the dealer have advanced 75c. to \$1.50 a pair, and if we were to price our shoes on today's market for materials, they would have to be at least 50c. a pair higher, possibly a dollar. I, for one, do not dare figure them.

And yet business has been active and pleasing; in dollars and cents almost double any time during the war (eliminating the military business it is double). It is double the best pre-war period in dollars and cents, and almost equals the peak in pairs which occurred when shoes were selling for less than half the factory price of today.

### A Retailer's Experience

Turning to the retailer's experience, I quote one who said: "We have tried our best to keep down the price of shoes by not laying in a big stock of expensive foot wear; we have made displays of lower priced shoes, but found it did no good. Shoes retailing at five and six dollars the pair are left on our shelves, while the higher-priced goods are snapped up. Why? The people have been earning big money, and are used to paying big prices for goods. Day after day people of moderate means come and demand twelve dollar footwear."

It would seem that we are progressing in an ever widening circle—wages go up because prices are high and prices go up because wages are high. Personally, I can't help feeling that the right place and only place for every loyal, progressive and ambitious citizen in these times of varying opinions, of freely expressed fears for the future unless we do so and so in the much abused and never clearly defined reconstruction period, is right out on the very edge of the widening circle,

showing our confidence in ourselves, and the remarkable age in which we are living.

With small stocks of all kinds of completed merchandise and a great scarcity of raw materials, I cannot see anything but high prices for a long time to come. Some possibly would hold off purchasing, fearing a break in prices; if they do, they will be the losers. Business is here, and we must go with the tide if we are to take advantage of it.

### Good Leather Extremely Scarce

Good quality leather of all kinds is extremely scarce, and will be even more so with the lifting of the British Import embargo.

Kid is not only in scant supply, but late reports indicate advancing prices at skin sources, while government reports show accumulations of goat skins at certain exports. Tanners with private sources of information claim such reports are exaggerated.

Imports of hides and skins are still low in comparison in pre-war conditions.

### Men's Medium Grade Shoes

Mr. H. T. Drake, of the Emerson Shoe Company, discussed the matter of men's medium grade shoes. He said, in part:

"There seems to be a tendency among some buyers to wait for a drop in prices, I must acknowledge that I am unable to agree with them in their expectations. There is nothing in the leather nor in the labor situation which allows us to expect a recession in the cost of production of shoes in the immediate future.

### Gradual Tendency to Higher Prices

"Considering all the available facts concerning the supply of our manufacturing materials and the increasing labor costs, as far as the ensuing year is concerned, there will unquestionably by a gradual tendency of prices to climb higher.

"Until European shoe manufacturers get their factories running to capacity, and the avenues of commerce, which have been so badly blocked and hampered which have been so badly blocked and hampered by war conditions, and cargo vessels are again running freely and bringing our raw materials from all over the world, it is difficult to see how, with the increased

demand made upon the manufacturers, we can expect lower prices.

**Comparison of Prices for Three Months**

"I would like to read to you a comparison of prices taken from the books of reliable Boston houses as of January 15th, and as of April 15th of this year, which show the trend of prices in the past three months for the principal items which are used in men's medium grade shoes.

"Taking A grade for instance: Russia calf in practically three months has advanced in price 8c. per foot; black kid advanced 7c.; colored kids advanced 10c.; full grain sides advanced 2c.; colored snuff sides advanced 4c.; colored sheep declined 1/2c.; white sheep remaining the same; cotton goods declined 8 1/2c. per yard; custom lining declined 9c. per yard; 9-iron outsoles advanced 8c. per pair; innersoles advanced 2c. per pair; top pieces advanced 2c. and heels 1c. per pair.

**Increase in Nearly Every Item**

"In findings there is practically no change. While lacings are a little cheaper this item is balanced by the increase in the prices of some of the other smaller items. In fact, with the exception of linings and sheepskins there has been an increase in price of every item on the list.

**Advances in Leather for Three Months' Period, Jan. 15 to April 15**

	Selling Price Jan. 15, 1919			Selling Price April 15, 1919		
	A	B	C	A	C	B
Russia Calf . . . . .	.70	.68		.78	.76	
Black Kid . . . . .	.64	.61	.58	.71	.68	.65
Col. Kid . . . . .	.85	.80	.75	.95	.90	.85
Full Gr.Side Leather	.50	.48	.46	.52	.50	.48
Col. Snuff Side Lthr.	.42	.40	.36	.46	.44	.40
Col. Sheep . . . . .		.21			.20 1/2	
Wht. Sheep . . . . .	.23	.21		.23	.21	
Cotton Goods Lining	.47	.42	.40	.38 1/2	.34 3/4	.33
Linings (Custom). .45 per yd.				.36 per yd.		
9-Iron Outsole . . . . .	.72 per pr.			.80 per pr.		
Innersole . . . . .	.19 per pr.			.21 per pr.		
Top Piece . . . . .	.12 per pr.			.14 per pr.		
Heel . . . . .	.12 per pr.			.13 per pr.		

**Labor Cost at Least 10c. a Pair More**

"Before going into further detail regarding the relation the above advances have to a pair of shoes, allow me to call your attention to one other item—labor cost.

"A change from 50 hours to 48 hours per week, with further increases on piece work, will advance the labor cost at least 10c. per pair, and you must not overlook the overhead increase through the loss of production caused by shortening of the working hours.

**Increased Total Cost Production 46c. Per Pair**

"Now, reducing the above advances to a pair of shoes retailing at from \$9.00 to \$10.00, we arrive at the following increases in manufacturing costs: Calf uppers 25c.; outsoles 8c.; innersoles 2c.; top pieces 2c.;

heels 1c. and labor 10c., making a total of 48c. If we deduct from this total our saving in the cost of linings, which is 2c. per pair, we have a final increase in our total cost production of at least 46c. per pair, not including overhead increase.

"With these facts before us, and no sound reason for expecting lower prices in raw materials or labor, it is evident that shoes will command high prices the ensuing year.

**Changes Will be Careful**

"Raw materials will hold their strength until a big surplus is produced, and this will require a long time to bring about. The best grades of leather for shoe manufacturers will be limited in volume and, of course, prices will be correspondingly high.

"I believe, however, that every indication points to a most satisfactory condition in our trade, prices on shoes will remain firm for some time to come, and when changes do occur they will be gradual—not radical."

**Women's High Grade Shoes**

That the production of women's high grade shoes has not kept pace with the demand was indicated in a report by Mr. W. J. Hallahan, of Hallahan & Sons, Inc., Philadelphia. Several months ago, he said it was apparent that women were buying more freely than during the war, and shoes of the finer grades were ordered by merchants in larger quantities.

"For many years we have depended largely on the foreign element for turn workmen, welt lasters, wood heelers and hand sewers. Immigration practically ceased in 1914 and it was no longer possible to add to our forces from this source.

"It became more difficult, as time went on, to keep all of our men, although wages have increased at least as fast as in any other industry and all factories have been running to full capacity except when interrupted by strikes. Higher wages did not stimulate production.

"It is to be hoped that an earnest, concerted effort will be made to have our young boys, preferably returning soldiers, learn these branches in our factories and thereby help us to increase the output.

"Wages are high, working hours and conditions favorable and our men are employed throughout the year.

**Fine Leathers Scarce and High in Price**

"Fine leathers are scarce and high in price. It has been difficult for manufacturers to cover their wants ahead, as in past years, therefore it has been impossible for shoe manufacturers to accept orders as freely as in past seasons.

"It is gratifying to note that women are wearing pumps and oxfords this spring instead of boots, and it is believed that this fashion will continue during 1920, perhaps longer. The saving in upper leather will be enormous and this will be reflected later on, we hope, in the stabilization of prices of fine goat skins and calf skins."

Mr. F. R. Briggs, of the Thomas Plant Company,

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*Are You Making Plans to Secure a Fair Share of the White Shoe Trade This Year? The Demand is Commencing—Retailers in the Style Centres are Using Special Window Displays. Every Dealer Should Take Advantage of Seasonal Opportunities*

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Mr. Frederick Baird, who has just been appointed sales manager of Rannard's branch store at 536 Main Street, Winnipeg. He was born in Earlstoun near Edinburgh, Scotland, 26 years ago, and came to Canada in 1907, taking a position with the T. Eaton Company. Later he started at Rannard's in a junior capacity and was accorded rapid promotion. Soon after the war broke out he joined the A. R. P. Mechanical Department, building and repairing airplanes. After the Armistice he rejoined Rannard's and, on the resignation of Mr. James Waddington, succeeded as manager of the Main Street store. Mr. Rannard says he is a credit to the firm, and, of course, there's little more to be said.

presented a survey of trade in women's medium grade shoes. He thought that 75 per cent. of retailers' stocks in medium lines were at a low point. The attitude of the retailer, he said, seems to be fairly well fixed as regards his outlet for medium grade to fine women's shoes, with perfect confidence in their retail price. The purchasing power of the consumer is enhanced by the possession of ample funds—more than usual—and any marked restraint in their expenditure for women's medium grade footwear should not be expected.

The desire on the part of the public to have pretty, dainty, well-fitting and attractive footwear, seems as strong as ever, and bids fair to offer the opportunity for the production and sale of women's footwear which will be a credit to the manufacturer as well as the distributor, with the resultant pleasure and satisfaction to the wearer.

Women are as much interested as ever in pleasing, satisfying footwear of the best selection, for which they are willing to pay fair prices, and there is nothing to indicate that this situation will change in the near future. Higher prices have educated women to appreciate desirable footwear, and while price recessions might be welcomed, there is nothing to indicate restricted buying because of this.

Good grades of black kid are in favor. Louis heel effects lead with a reasonable proportion of Cuban heels for street wear. The darker shades of colored calf seem to be most in favor.

There is a reasonable demand for low cuts for early delivery. Style reigns for the coming season and will continue at least through the spring of 1920 with a growing tendency towards greater femininity as expressed in dainty glove-fitting, pretty footwear with fairly high heels.

The continued use of economical-cutting patterns, due to the upper leather situation, which cannot be clarified for some time, continues a genuine necessity.

A strong tendency predominates in the direction of rich black effects in both color and two-tones. An increasing tendency in this direction, should in due time put textiles more in favor to offset the cost of leather, as the use of fabric materials presents the only means of equalizing the high cost upper leather situation during the twelve month period which we are facing.

That three types of dress are in evidence is certain; the long skirt, the shorter or medium length skirt, and the tailor-made gown, all of which find favor in satisfying the tastes of a discriminating public, offering possibilities for a broad range from high-top boots to low cuts.

The gradual hardening of prices of upper leather and sole leather would indicate that there could be no possible reduction in prices during 1919 that would in any way affect the retailing of this class of merchandise, consequently there is no special reason to anticipate restricted production as reflected from the retail price of shoes. As a firmer market seems more probable than any substantial easing up during 1919, and as prices automatically adjust themselves to the purchasing power of the people, the production of this grade of footwear will without doubt fast approach normal and even exceed it in due time.

With rare exceptions, manufacturers are producing and retailers are buying in the belief that the range of shoe prices is fairly stabilized well into the future.

Within recent weeks we have seen buyers representing foreign countries, take up supplies of leather in quantities and at prices that are reflected in the present market and we must look for an increased world consumption of leather and footwear to continue indefinitely.

### Know You Are Right—Then Go Ahead

**I**N speaking on the cancellation subject a prominent Yonge Street (Toronto) retailer remarked that, in his opinion, any present cancellations were coming from shoemen who bought without knowing just why they were buying. The shoe retailer should be a judge of his business just as many men can take a piece of leather between their fingers and with their eyes shut can tell you the quality and value. He should feel that he absolutely requires every pair of shoes before he orders it. Then, if he has correctly diagnosed the requirements of his business there should be no necessity for cancelling orders, or getting cold feet due to any change in market conditions. The retailer should not allow himself to be influenced in buying by the plausible claims of shoe travelling salesmen with all respect to the roadmen). He should be able to say "yes, I need it," or "no, I don't need it," and that should be the end of the transaction until the shoes are on his shelves.

The merchant to whom we were speaking has gone so far as to predict that every retailer who is now cancelling orders in the hope of a break in prices will be changing his tune before many weeks and will be striving, perhaps in vain, to place orders that he never should have cancelled. Nothing that he can see in present indications leads him to look for anything but a maintenance of prices and a steady volume of retail trade during the coming summer.

# Stitching Machine Troubles and Their Cause

U. S. M. Company offer Suggestions—Expert Service Men  
always available but—just read this article anyway



**W**HAT does your chief trouble seem to be? Breaking thread? Certainly you do quite right by sending for expert advice when you are spoiling work that way. But really there is nothing very wrong with your machine, and your trouble can be easily overcome.

What are the principal causes of breaking thread? Why they are legion and usually so trivial that when you really find the cause of your trouble it makes you wonder why on earth you did not see it in the first instance.

## Use Good Thread

Quality of thread is, of course, an important factor. There is no economy in so called cheap thread. Thread that is poorly made or of inferior materials is an expensive investment in more ways than one. Buy the very best thread that you can get and obtain it from a reliable source, where it is handled properly. Damp thread or thread that has been in damp storage, is not worth much. And that applies to your own store. Keep the thread dry.

Quality of wax too is a thing that is not generally paid enough attention to. There is only one sort of wax to use, XXX White Elephant, and that is the very best grade of wax that you can get. Wax is a low priced commodity anyway and the odd half cent that you might save by purchasing a low priced wax will not amount to much, but it can certainly do wonderful things to your temper if it spoils your stitching as a poor grade of wax oftentimes will.

## Correct Heating

Unless your machine is heated properly you are bound to have more or less trouble and breaking thread will be the big bother of them all. Your machine must be thoroughly warmed all over—not smoking hot, you understand—but nicely warm to keep the wax in good condition while passing over the various tensions and rolls. The wax in the wax pot must be hot enough to be liquid—about the consistency of good maple syrup say.

Of course, you understand the importance of freshly wound bobbins; for good results cannot be secured by stale bobbin thread from which the nature of the wax has all dried away. The shuttle and shuttle carrier must be hot to keep the wound bobbin in good condition so that it will run freely. If you have occasion to leave your machine heated and idle for any length of time, remove the bobbin so that it will not dry out.

## Your Best Friend is the Oil Can

Whoa there! Wait a minute! Put the wrench back in the tool box and grab the oil can. Usually more good can be done with a few drops of good oil than with too much monkey wrench. Do you know that it is the chief complaint of a good many stitchers—too

much wrench—and not enough good oil in the right place.

What do I mean by good oil? Well you notice that some oils do not lubricate—they gum and stick, while others are too thin. Kerosene oil for instance, is an excellent cleaner, but you couldn't lubricate anything with a barrel of it. Good oil that has "body" and "smoothness" and is yet free flowing, and used regularly will eliminate lots of trouble.

Look out now—not on the thread—you are not supposed to oil the thread, that only spoils it. Just a couple of drops between each roll and the stud on which it turns. You see each of those thread rolls is in reality a little wheel revolving on an axle or stud—and if they don't revolve evenly and freely—well you don't do good stitching, that's all.

## The Tension

There now, if your thread is passing through the tension and strippers freely and regularly your machine should be in a good temper to try out. Just turn it over till the lock is off and the bottom or welt thread should pull fairly easily and regularly by hand. That is a thing you can feel as well as see. Now try the top or bobbin thread. Does it pull easily and regularly without jerks and starts. The top thread must pull just a little easier than the bottom thread, and you have the matter of tension about right.

## Thread Lock Lever No. 538

Adjust to bind thread firmly, but care must be taken not to use too much pressure as this will cause cam to wear.

## Size of Thread

How does the size of thread and needle compare? The thread should just about fill the barb or eye of the needle snugly without being too full. Too large a thread means that the barb of the needle cannot carry it all, and in being drawn through the sole the thread is ravelled and split—result, trouble all round.

The best results are secured with a bobbin thread lighter than the bottom or machine thread. With a No. 45 needle you should use about a 10 cord thread in the machine and a 8 cord in the bobbin.

## Size of Needle and Awl

Then, of course, there is the question of the relative size of needle and awl. It is one of the features of the Goodyear Rapid Stitcher that the same size awl and needle may be used assuring a hole that is plugged tight with thread at every stitch. One cannot over estimate the importance of that in judging good stitching. But even with this machine on very heavy repair work or an old sole that has been stitched several times it is sometimes found advisable to use an awl one size larger than the needle to allow the thread to be pulled

through without undue strain. But use awl and needle of the same size wherever possible.

### The Height of the Needle

This has a distinct bearing on the breaking of thread. A needle set too high or too low is the most common cause of this annoying trouble. Thread up the machine and put the thread through the throat of the table. Now hold the thread and slowly turn over the machine and watch the motion below the table.

The looper after passing the thread over the thread hook should carry the thread round and, just clearing the front of the needle, place the thread just over the barb without touching it into the thread groove.

Try that again—just round in front of the needle—then just neatly over the barb into the groove. If the thread touches the barb and does not drop clear into the groove you will have split thread and skipped stitches and a frayed temper. Adjust your needle up or down till the desired results are obtained.

### Height of the Awl

This is easily adjusted when correct height of needle has been secured. In heavy work it is desirable that the awl should work as high as is possible under the needle without touching same in order that it will cut clean through the sole and leave a well defined hole for the needle in its downward passage. Many old stitchers we know use the thickness of their of their thumb nail as the correct distance to keep the awl and needle apart when in their closest relations. Care, however, must be exercised not to have the awl so high that the needle point will touch in its quick downward motion.

Correct relation of needle and awl has a decided bearing on breaking thread. The awl after passing through and feeding the work along must be exactly under and in line with the needle as the two make the downward motion—the awl to withdraw and the needle to pass through the hole just made by the awl to pick up the thread. If the awl is out of true relation to the needle it will result in the latter springing and rubbing the thread unevenly in drawing it through the sole, resulting in breaking and stranding. Adjust the awl sideways till the desired results are secured.

### The Complete Operation

Now everything seems to be satisfactory. Try out the complete stitch motion. The thread is placed by the looper over the thread hook. The looper should be set so that it will just clear when passing under the thread hook and allow free clearance of the thread in the pick-up motion. The motion is then continued and the thread passed over the barb of the needle as previously mentioned. After the thread is drawn through the sole by the needle it is separated at the point by the thread lifter and only one thread picked up by the lifter and lifted, as its name would indicate, up until it is picked up by the point of the shuttle by which it is carried over making one complete stitch.

Now turn your machine over slowly by hand and watch those four motions of the thread in making one stitch.

The thread is passed by the looper over the thread hook—just clear over the barb of the needle—from which one thread is lifted by the thread lifter and carried up to the point where it is picked up by the shuttle. It is easy enough to adjust those motions when you know just what is required and watch that each part is doing its duty.

## Toronto Repairers to Have Big Social Evening

On Wednesday evening, August 13th, the Toronto Shoe Repairers' Association will have a euchre and dance party in Forester's Hall, at the corner of College and Yonge Streets. Details of this and of the annual picnic and outing occupied the members at their last semi-monthly meeting on April 24th. It is planned to make the social evening an event to be remembered. It will be open to all members, their wives, families and friends. A full orchestra will be in attendance to render music during the whole evening and dancing will be in order at any time. For those who do not care to dance the euchre tables will be available at all times and there will be suitable prizes for the winners. Tickets are to be 75 cents each and will include refreshments.

It is hoped to have the annual summer picnic of the association some time in June, although nothing definite has been decided as yet. The matter will be discussed further at the next meeting.

Another event of the near future will likely be a talk on "The Construction of the Foot" by a representative of the Scholl Manufacturing Company. This would be illustrated by lantern slides and should prove highly interesting and educational.

## Montreal Trade Is Good

**M**ONTREAL shoe manufacturers continue to be very busy. Many are behind on their deliveries of goods, due not only to the scarcity of help, but also to the difficulty of securing certain classes of material. The result is several firms have been compelled to turn down orders, owing to the impossibility of filling them on time, while orders for immediate shipment are almost out of the question. Retailers are urgently asking for shoes, and as the labor situation is now better, there is likely to be a speeding up of production. The outlook for the immediate future is distinctly good, as in addition to the domestic demand, large orders for European account have been received. Several factories are now busy on orders for France. The leather market continues to be very firm, and although American tanners have secured considerable kid skins from abroad, the chances are in favor of prices holding for some months, under stress of the big demands by the manufacturers. England too has been a big buyer for leather in this country, so that all conditions point to high prices for raw materials, and consequently high prices for shoes. Montreal leather firms report that trade is very good.

## More Demand for Style

Speaking on the matter of trade and styles, Mr. Fred Blachford, of H. & C. Blachford, Toronto, says that the Easter business was very satisfactory and that there is a greater demand for style now that the war is over and restrictions are lifted. The long, slim effects on both men's and women's shoes are popular and the return of tips of various kinds, full wing and imitation wing, and caps perforated, gives more spice to the lines. Buckles of all sorts are in demand and the buckle was never more sought than right now.

A Toronto retailer who had a pair of shoes made to order by a man who claimed to be a shoemaker, said they looked as if they had been lasted on a brick by a blind man.

### New Association of Jobbers

**T**HE Quebec and Eastern Ontario Wholesale Shoe Association consisting of jobbers has been formed at a meeting held in the Windsor Hotel, Montreal. The main objects of the association will be to discuss questions of interest to jobbers, and to bring about reforms in certain directions which many jobbers feel require amendment.

The meeting was attended by representatives of many firms in the province of Quebec and Eastern Ontario, the entire shoe jobbing firms of Quebec city being represented. The area of the territory covered by the association will be Ontario east of Kingston and the entire province of Quebec.

The following firms were represented: Jas. Robinson, Montréal; Dominion Rubber System, Montreal;



Mr. J. G. Robinson—elected President of New Jobbers' Association

Columbus Rubber Co., Montreal; Miner Shoe Co., Montreal; A. L. Johnson Shoe Co., Montreal; Dufresne & Galipeau, Montreal; Ames Holden McCready Co., Montreal; Alfred Lambert, Inc., Montreal; Larochelle & Fils, Quebec; Brown-Rochette Co., Ltd., Quebec; Poliquin, Darveau, Enr., Quebec; J. H. Begin, Enr., Quebec; Louis Beaubien, Ltd., Quebec; Duchaine Shoe Co., Enr., Quebec; E. M. Zavitz, Ottawa; A. W. Ault Co., Ottawa; Eastern Township Shoe Co., St. Hyacinthe.

Mr. George Robinson presided, and briefly explained the objects of the meeting and also what benefits would result from such an association as was proposed.

After speeches by Messrs. A. Lambert, Geo. Bergeron, and F. A. Todd, it was decided to form an association under the name of the Quebec and Eastern Wholesale Shoe Association. The following officers and executive committee were appointed: President, J. George Robinson; vice-president, J. E. H. Larochelle; secretary-treasurer, W. Girouard; executive committee, J. E. Beaubien, A. E. Jackson, A. Lambert and L. M. Ault. The annual fee was fixed at \$10.

Mr. Robinson has drawn up a code of by-laws and this will be submitted to the next meeting, to be held at Quebec.

"If," said Mr. Robinson to a representative of Footwear, "the association does nothing else than draw closer together the English and French jobbing hous-

es, it will have done real work. There are, however, certain things which I consider should be remedied, and I hope the association will succeed in getting them set right."

### A. A. Cote & Son, Limited

**S**IX years ago, under the management of Mr. A. H. A. Cote, the St. Hyacinthe Soft Sole Shoe Co., Ltd., started business in St. Hyacinthe, Que. A year later the company added barefoot sandals to their line and the business grew so rapidly that the following year found it necessary to secure larger premises in which they branched into the manufacture of boys', youths', little gents' and children's chrome box kip standard screwed lines. The firm had only been three years in these larger premises when the building was found too small to take care of their demands, and a still larger and more modern shoe factory building was erected and occupied. This factory has been fitted up with the most modern and up-to-date machinery for the manufacture of McKay and standard screwed lines and the company advise that their intention is to turn out, as before, a day-in and day-out custom-winning product.

At the time of entering the new factory the firm discontinued the manufacture of soft-sole baby shoes and sandals and obtained letters patent changing the name of the company to A. A. Cote & Son, Limited, the authorized capital being \$99,000. Mr. A. A. Cote, who has been connected with the well known firm of Louis Cote & Bros., and who far the last nineteen years has been director and secretary-treasurer of La Compagnie J. A. & M. Cote, is joining his son with a view to making A. A. Cote & Son, Limited, one of the leading boot and shoe factories of its kind in the Dominion.

### Annual Meeting Canadian Consolidated

**A**T the annual meeting of the Canadian Consolidated Rubber Company, held in Montreal, the resignation of Mr. T. H. Rieder as president and general manager, was accepted, and Mr. Charles B. Seager, president of the United States Rubber Co., New York, elected president. The following are the officers and directors: W. A. Eden and Victor E. Mitchell, K.C., vice-president; Sir Mortimer B. Davis; Colonel Samuel P. Colt, chairman, of the United States Rubber Co.; E. W. Nesbitt, M.P.; R. E. Jamieson, J. B. Waddell, R. C. Colt, A. D. Thornton, H. Wellein, and Homer E. Sawyer, J. N. Gunn, E. S. Williams, and Ernest Hopkins, vice-presidents of the United States Rubber Company. Other officers of the company were appointed as follows: Walter Binmore, secretary; H. Nellis, assistant secretary; Hugo Wellein, treasurer; and J. P. B. Daigneau, assistant treasurer.

The Canadian Consolidated Rubber Co. had the best year its history. The total sales were \$18,785,640, being over 15 per cent. in excess of 1917. This volume of business was made up of domestic and export sales—only \$793,403 being attributable to war orders.

Net profits for the year were \$1,604,851, as against \$1,208,019, while the total surplus now stands at \$5,700,796.

In addressing the shareholders Mr. T. H. Reider stated that during the year the selling prices on most lines moved upwards, resulting in an average increase

of 9 per cent. over last year. Sales in all departments as well as in all territories in Canada showed increases over 1917. During the entire year of 1918, all mills were operated at maximum capacity, most of the machinery being operated day and night, resulting in unusual wear and tear of the various plants. On account of the continued growth of business, it had been necessary to replace a considerable part of the machinery and plant by larger types of more modern design and the directors had, therefore, provided liberally for depreciation. In the investment account was included the sum of \$467,750.00 Victory Bonds, purchased on the company's account. A very large percentage of the employees also subscribed the sum of \$447,200, which the company was financing for them



Mr. W. A. Eden—Elected Vice-President Canadian Consolidated Rubber Company, and President Canadian Consolidated Felt Co.

for a period of ten months. Realizing the need for better and more housing for the employees, the directors had started in this direction by building eighteen houses, all of which are now occupied.

The sales of the Canadian Consolidated Felt Co., for the year totalled \$1,155,192, as against \$763,481, the net profit being \$69,804, compared with \$43,339. The following officers were elected at the annual meeting: Messrs. W. A. Eden, president; R. E. Jamieson, vice-president; C. B. Seager, G. W. Charles, V. E. Mitchell, K.C., W. Binmore, P. Y. Smiley, H. Wellein and A. D. Thornton, directors.

### Death of Mr. John Lennox

Mr. John Lennox, president of John Lennox & Company, shoe wholesalers, Hamilton, Ont., was accidentally drowned while fishing in Hamilton Bay near his summer cottage at the Beach. He was born in Hollen, Maryborough township sixty years ago and founded in 1880 the business of which he was head. He was highly esteemed in Hamilton and was a member of several clubs and associations.

The manufacture of boots and shoes in Canada for the year 1917 totalled \$49,170,062. The manufactures of leather were valued at \$39,728,759.

### Foot Comfort Week is a National Event

**A**N event of great importance in the shoe trade will occur during the week of June 16-21. It represents a high ideal of shoe service that is now available to every person and illustrates the splendid degree of efficiency of foot comfort service today. It announces the fact that this service has resulted from the application of years of experience and specialized knowledge to the individual needs of every one who wants to purchase correctly-fitting shoes and walk on sound and healthy feet. Foot Comfort Week is a forceful, concerted drive by thousands of co-operating dealers in Canada and the United States for but one single reason—to banish the aggravating foot troubles and unnecessary hardships caused by ill-cared for and incapable feet.

Foot Comfort Week marks a profound sincerity of purpose in offering ways and means of foot correction. It makes an insistent appeal to the foot sufferers, that are nowadays to be found everywhere, to have comfortable feet. And it will undoubtedly awaken the minds of the people throughout the country, that an aggravating foot ailment will sap their vitality, as they pound away their energy with each step and develop into a real menace in later life unless corrected. What an unrivaled agency of good!

How prone the public is to claim that many feet are naturally sensitive or inefficient and beyond help. Thousands of persons firmly and honestly believe that their feet are somehow mis-shaped and it is an impossibility to buy correctly-fitting shoes. But does the average shoe dealer accept his full share of responsibility in the matter? For years past, scrupulous care has always been expended on the teeth, the face and even our dress, etc., but only during the past decade has thought been directed to the comfort and efficiency of the feet.

The coming of Foot Comfort Week brings out true facts, enlightenment, crystallizes serious attention and somehow convinces people that neglect of feet, rather than the shoes they wear, is largely responsible for many foot ailments; and that the right corrective method brings relief and comfort to any form of foot trouble.

The idea of Foot Comfort Week was originated by The Scholl Mfg. Co. two years ago, who realized the service-value to humanity in perfected foot appliances and remedies that would eliminate the guess-work so commonly used a few years back to relieve foot defects. It has elevated the shoe business. Already it seems to have brought out a spontaneous outburst of enthusiasm among the shoe fraternity, and shoe merchants are now making preparations for this significant June event.

### A New Shoe Lace

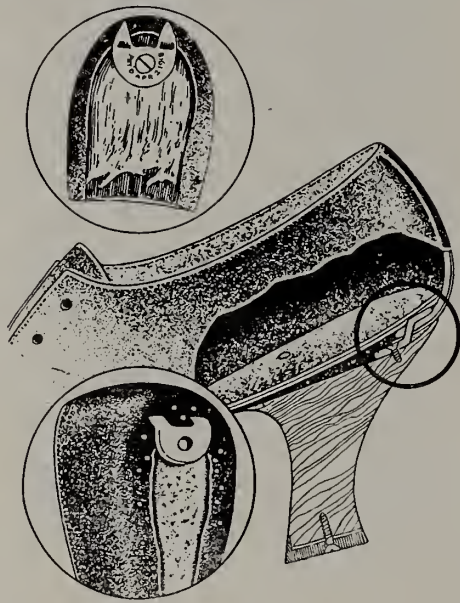
The Narrow Fabric Company, Reading, Pa., have put on the market a "Nufashond" leather-finish lace. It is claimed to look like leather but to be stronger and wear longer. There are no weak spots and it is waterproof. Both flat and round styles are made and in black, tan, cordovan or mahogany in all lengths. This lace will be known as the "Nufashond Porpoisette."

Some New York retailers report a growing demand for bronze kid oxfords and pumps.

### A New Heel Fastener

**A**N ingenious fastener for wood heels is being placed on the market by the United Shoe Machinery Company, which is said to obviate many faults of former fastenings, giving permanent stability and rigidity to the style of Louis heel now in vogue. The new fastener, known as the USMC Wood Heel Fastener, is attached to the rear of the hidden surface of the heel, and supplements the usual nails which are driven through the centre of the heel seat, as in other types of wood heels. The fastening holds the rear end of the heel firmly to the heel seat, allowing no room for loosening or pulling away. The heel is placed in the usual manner, cement and filler being used.

The patented fastener is screwed to the top of the heel near the back, and has two steel prongs which



enter holes in the lasted-in portion of the heel, previously made by a specially designed tool. These prongs penetrate the upper, lining and counter, and find lodgment between the counter and insole, giving a rigidity which holds the heel permanently in place. The forepart of the heel butts squarely against the outsole, and three or five nails are driven through the insole into the heel which reinforce the already firm fastening.

One of the features of the new fastener is the rapidity with which it may be adjusted and attached. Tests have been made as to its strength, and it is found it stands up against an enormous strain.

### Dominion Rubber System Dinner

Seventy-five members comprising directors, officers and Montreal staff of the Dominion Rubber System, and the managers of the sales divisions and factory units throughout Canada, were tendered a reception and dinner at the Engineers' Club, Montreal, by Mr. Charles B. Seager, president of the United States Rubber Co., New York, and newly elected president of the Canadian Consolidated Rubber Co., Limited.

Among others present were Directors A. D. Thornton, E. W. Nesbitt, M.P., and H. Wellein, Secretary W. Binmore, J. M. S. Carroll, J. A. Martin, Lt.-Col. A. E. Massie, Geo. Bergeron and W. B. Wiegand, Montreal; J. A. Connor, Toronto; Chas. Holden, Winnipeg; A. C. McGiverin, Calgary; G. E. Wight, Re-

gina; W. R. Stewart, St. John; P. Y. Smiley, E. C. Kabel, G. W. Charles and F. W. Harding, Kitchener, Ont.; A. H. Steen, Elmira; M. L. Lippert, Port Dalhousie, Ont.; F. W. Kramer, St. Jerome, Que.; C. W. Hutchinson, Granby, Que.; J. A. Wade, F. A. Todd, L. Fedderman, Montreal; and Messrs. Homer E. Sawyer, E. S. Williams, J. N. Gunn and E. Hopkinson, vice-presidents, U. S. Rubber Co., New York.

### Mr. Daoust Tells of Visit to France

**M**R. Joseph Daoust, of Daoust, Lalonde & Co. Ltd., shoe manufacturers and tanners, Montreal, returned on April 30th from a visit to England and France. His visit was a business one, and proved successful, Mr. Daoust having brought back a total of \$250,000 worth of orders. In Paris he met Mr. Nap. Tetrault of the Tetrault Shoe Manufacturing Co., and Mr. Oscar Dufresne, of Dufresne & Locke. Both these gentlemen also did excellent business, so that the mission of Canadian shoe manufacturers can be put down as having been fulfilled.

Mr. Daoust left Canada on Feb. 2nd and arrived in Liverpool 10 days later. He then crossed to Paris, where he spent two weeks, and later went to Lyons for the Fair, spending 10 days in that city. Mr. Daoust also visited Marseilles, Monte Carlo, Nice, Nimes, Toulouse, Bayonne, Pau and Barritz. He was 13 days waiting in Bordeaux for the return boat, which arrived in New York on April 27th.

"The main object of my trip," said Mr. Daoust to a representative of Footwear, "was to secure export business for the advantage of all shoe manufacturers of Canada, which would also give work to our people, and so prevent the spread of the feeling of unrest here. We had to meet American, French, English and Spanish competition. I made some connections in England, France and Belgium, and I also expect to secure some business in other countries. I shall give out a portion of the orders to other Canadian shoe manufacturers.

"Prospects in France are good for Canadian shoe manufacturers, and a satisfactory volume of trade is likely to be done for a considerable period. At the same time the country will have to give employment to returned soldiers, and the government may not like to see so many outside goods coming into the country, with the result that a higher tariff may be imposed or even an embargo placed on foreign products. Raw materials are scarce, however, and this is likely to be a factor in buying from outside. A permanent business can, in my opinion, only be done by establishing stores and branches in the big cities and adopting the lasts and styles in vogue in the different countries. It is useless to attempt to do business with Canadian lasts and styles in France, and those who attempt it will lose money.

"The orders I have obtained are for shoes on French lasts and patterns. In men's the last has a round toe, the vamp and tip being very short. The women's shoe has a very short vamp, with round toe and high heel, the other feature being the profusion of perforations. Pointed toes and long vamps will not sell at any price.

"In England there is for the present a good opening for Canadian shoes, but only in welts.

"The Lyons Fair was a great success. There were 50 Canadian exhibitors, four being shoe firms—the Tetrault Shoe Manufacturing Co., Dufresne & Locke



Ltd., Daoust, Lalonde & Co.Ltd., all of Montreal, and Lagace & Lcpinay, of Quebec. The \$250,000 worth of business I secured was all taken at the Fair. The French people are now starting to build a palace at Lyons which will contain 5,000 booths all under one roof. This will cost \$7,000,000; it is also contemplated to construct a huge hotel at a cost of \$3,000,000. The object is to supplant the Leipsig Fair by the one in Lyons.

"French shoe makers are now manufacturing what is known as the National Boot. All the leather and findings are supplied by the government, who also control the manufacture, prices and selling of the shoes. The government sells the leather and findings at a low price to the manufacturers, who, however, are only allowed a profit of 5 per cent. on the cost of the goods. The manufacturers are expected to make a certain number of shoes out of a given quantity of leather, and the government sees that this is done. The jobber is allowed a profit not exceeding 15 per cent., although in practice it is often lower, and the retailer is allowed a profit of 25 per cent. Shoe manufacturers are at liberty to make other lines outside the National Boot, and to charge whatever price they can get."

Mr. Daoust visited part of the devastated region, particularly Rheims, and stated that the destruction was simply terrible.

#### Death of Mr. D. B. Detweiler

THE death occurred on April 18 of Mr. Daniel B. Detweiler, vice-president of the Hydro City Shoe Manufacturers, and a brother of Mr. N. B. Detweiler, president and treasurer of that company. The late Mr. Detweiler was particularly well known for his activities in connection with Hydro-electric matters and the Deep Waterways Union. He was president of the Algoma Power Company, Limited, and a member of the Kitchener Light Commission for a number of years. At the time of his death he had a number of projects under way—one of them being the elimination of real estate booms. He was also active in the prevention of fire loss in the Dominion and reforestation.

Born in Roseville the late Mr. Detweiler was sixty years old. His business career started in a cheese factory after completing his public school education. Later he travelled thirteen years for the J. Y. Shantz Button Company, and in 1901 he entered the firm of G. V. Ober-Holtzer, which is now the Hydro City Shoe Manufacturers, Ltd.

#### New Method for Sale of Shoe Laces

The Canadian Shoe Findings & Novelty Company Toronto, are agents for a new outfit for selling laces. The method provides the laces in continuous lengths on reels—seven reels, of different colored shades, fitting on the same axle. The object is to be able to provide laces of the exact length required without the necessity of carrying too large and varied a stock. A tipper comes with the outfit so that all that is necessary is to measure off the proper length, put on the tips and the sale is made.

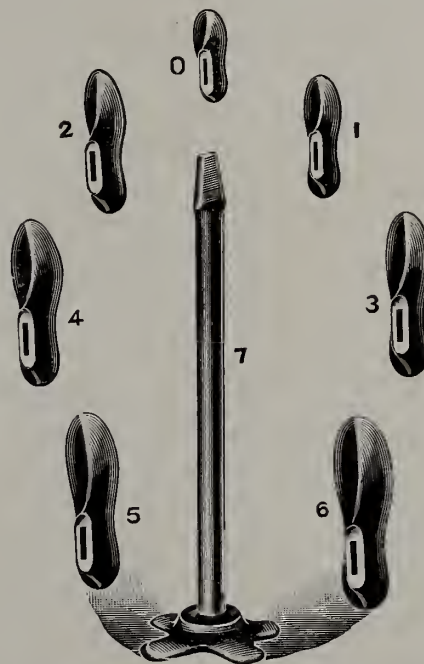
G. Ferino, shoe repairer, Sturgeon Falls, is installing a Champion nailing machine.

#### Mr. John F. Tobin Passes

THE death occurred recently in Quincy, Mass., of Mr. John F. Tobin, president of the Boot and Shoe Workers' Union, in his 63rd year. He was born in Guelph, Ont., and at the age of 14 years went to work at the shoe trade. In 1881 he moved to Rochester and became an active member of the Knights of Labor. In 1895, at a meeting in Boston, he completed a national organization of shoe workers and was elected president. Two years later he was elected to head the re-organized body under the name of the Boot and Shoe Workers' Union. This organization now has a membership of 50,000 in the United States and Canada. The principle on which he always insisted was that differences which arose between unions and manufacturers should be referred to a state board of arbitration or, in the case of Canada, to a regular governmental arbitration board.

#### Strongly Made Cobbler Set

THE Taylor Forbes Company, Limited, Guelph, manufacture the very substantially built cobbler's set shown in the accompanying illustration. It is especially designed to stand rough usage and abuse. The heavy cast iron base measures 7 inches across and the wrought iron post is bedded



solid in it. The height of the stand is 25½ inches and there are seven different size lasts varying in weight from 1 pound 7 ounces to 7 pounds 5 ounces. It is called the "Reliable" cobbler set. The company manufacture other lines of cobbler sets and repair outfits, prices and catalogues of which will be mailed on request.

Kid leather weighs about a pound to seven feet. With price at, say, 70 cents to \$1.00 a foot this is \$4.90 to \$7.00 a pound. It takes about 3½ feet for a pair of women's shoes, so that the cost for the kid uppers alone is from \$2.45 for the cheaper grades, to \$3.50 for the better grades—exclusive for sole leather, findings and labor. This is something to remember when explaining to your customers the high price of shoes.

# FOOTWEAR FINDINGS

## Happenings in the Shoe and Leather Trade

Mr. Detweiler, son of the late D. B. Detweiler, of Kitchener, has returned from overseas.

J. G. Hoye has been appointed factory superintendent of Getty & Scott, Limited, Galt. He comes from Boston, Mass.

The Star Shoe Company, Montreal, have moved their sample room to 336 Notre Dame East. Mr. J. E. Pare is in charge.

Scheuer, Normandin & Company, have moved to larger premises at 18 St. Helen Street, Montreal.

Messrs. Mendelsohn and Robinson, recently connected with the Eagle Shoe Company, Montreal, are starting a factory for the manufacture of women's lines.

F. O. Robinson, of the Boston Leather Stain Company, Boston, has just returned from a trip through the western States and is now calling on the shoe trade in Ontario with Mr. Lincoln of the International Supply Company, Kitchener. Mr. Robinson will then proceed to the Montreal territory, which he will cover with Mr. Taylor of the International Supply Company. The Boston Leather Stain Company manufacture the well-known "Cyclone" bleach.

A Levy, Limited, have been incorporated under the Ontario Companies Act to carry on a general shoe business. The capital stock is given as \$50,000.

Work has started on a rubber goods factory for the Miner Rubber Company at Granby, Que.

J. S. Ashworth, Canadian representative of Sir H. W. Trickett, Limited, has returned from a trip to the factory and head office at Waterford, England. While the range of styles is not as complete as before the war, Mr. Ashworth has arranged for a supply of the staple line of Arctic Cloth Slippers.

W. Britton, shoe repairer, Smyth street, Vancouver, has sold his repair business to Mr. Webster.

Mr. A. A. Armbrust, of the Lady Belle Shoe Company, Kitchener, has just returned from a ten days' trip to Montreal and Boston, and says that the outlook in the kid market in Boston is not very promising and indicates, if anything, still higher prices.

It is stated that the Slovakia nations and Baltic States will purchase \$200,000,000 worth of sole leather and footwear during the fiscal year to end May 1, 1920. It has been impossible to get leather shoes in some of these localities for a considerable time.

E. Roy Fenwich, manager of the New Brunswick branch of the Dunlop Tire & Rubber Company, has been appointed manager of the Montreal branch—the largest branch office of the company in Canada.

S. G. Galie, of Niagara Falls, N.Y., has gone with the Rannard Shoe Company, Winnipeg.

The shoe business of the D. E. Finch Company, Winnipeg, has been taken over by a new firm known as Finch, Matthewson, Limited.

Messrs. Nap, Tetrault, of the Tetrault Shoe Manufacturing Co., Ltd., and Oscar Dufresne, of Dufresne & Locke, Ltd., Montreal, have returned from their business trip to Europe. Both have done exceedingly well in the matter of securing orders for shoes.

L. Turgeon and W. U. Rougeau, both formerly with Dupont & Frere, Maisonneuve, have joined the forces of the Eastern Shoe Company, Montreal, who now manufacture misses, children's, and infants' McKays. Mr. Turgeon has

been appointed secretary, and Mr. Rougcau superintendent of the factory, a position he formerly held with Dupont & Frere. He is succeeded by Mr. G. F. Barbeau, who was previously foreman of the lasting room of the Slater Shoe Co.

An enterprising little lady is said to be very busy at the International Bridge, at Bridgeburg, inspecting the feet of feminine travellers returning to Canada. She is reported to have increased the customs revenue very considerably by spotting shoes purchased on the other side.

C. H. Smyth, manager of the Union Street branch of Waterbury & Rising, St. John, N.B., was recently presented by the staff with forty carnations on his fortieth anniversary in the shoe business. He started in the present store on April 21, 1879, and has continued ever since, although the store has changed considerably. The firm have presented Mr. Smyth with a substantial cheque and three months' leave of absence, during which time he will likely visit the West, accompanied by Mrs. Smyth.

At a dinner of the management of the Rannard Shoe, Ltd., to the employees of the firm, President C. F. Rannard announced that the company would share its profits with the employees, after allowing a fair amount for capital invested. All the employees would participate, he said, after one year of service and according to the length of service. The profit-sharing for this year, said Mr. Rannard, would be figured from Jan. 1. In this way, he stated the management hoped to secure the co-operation of the employees and their best efforts.

An advertisement in the Toronto Globe, a few days ago, offered \$30 a week for a shoe salesman.

James Howard Smith recently took over the business of Clapp's shoe store, at 977 Bloor Street West. He will carry a good staple line of footwear.

The Nursery Shoe Company, Mondamin Street, St. Thomas, Ont., will erect a \$12,000 addition to their factory. A considerable quantity of new machinery will be purchased.

Dupont & Frere, Maisonneuve, Que., have plans in progress for an extension to their factory to cost approximately \$25,000.

The Rena Footwear Company, 611 Beaudry Street, Montreal, have purchased a partly built property and have commenced work on its completion as a modern footwear factory.

Geo. S. Abbott of the Saxone Shoe Co., Kilmarnock, Scotland, has been on a buying visit to Toronto and Montreal. He placed orders for about 20,000 pairs of shoes in Montreal.

O. M. Brooks, the special machinery representative and shoe repairing expert of the United Shoe Machinery Co. of Canada, is now on a tour in the West. He reports that conditions are very good.

J. Brosman is on a two months' trip through the provinces in the interests of the United Shoe Machinery Co. of Canada, calling on shoe manufacturers and the shoe repairing trade.

The annual meeting of the Saskatchewan branch of the Retail Merchants' Association of Canada will be held in Regina May 13, 14 and 15, when it is expected some 700 delegates will attend. In addition to addresses by well-known business men, there will be a series of talks by Frank Stockdale, the merchandising expert.

Annette Kellerman recently visited Rannard's Winnipeg shoe store and expressed astonishment at seeing such a



Wherever there is a White Shoe  
there is a customer for



The WHITE CLEANER

*“It Keeps White Shoes White.”*

There are two sorts of customers—those that come back for more and those that don't!

Every “Blanco” sale you make  
means a satisfied customer.

“Blanco” makes friends because it does its work well—because it is so easy to use—because it is so convenient—in fact, because it is in every way satisfactory.

It is worth while stocking a line that sells itself, sells quickly, and keeps on selling.

*Order your stock to-day.  
All jobbers have it.*



Sole Manufacturers:  
**JOSEPH PICKERING & SONS, LTD.**  
SHEFFIELD, England.



handsome store and such stylish footwear outside of New York. Rannard's made a feature of the visit in a half-page advertisement in Winnipeg papers, showing a photograph of Miss Kellerman in the Rannard store.

Fire from an overheated smokestack destroyed the buildings of Leroy Lossing at Otterville, which have been occupied by the George L. Williams and Co., shoe manufacturers. About 30 hands will be out of work.

The F. & B. Shoe, Ltd., has been formed with a capital of \$30,000, for the purpose of acquiring the F. & B. Shoe Manufacturing Co. Ltd., and the property and obligations of Mr. Felix Favreau, boot and shoe manufacturer, Maisonneuve. Among the incorporators are Messrs. Henri Pepin, boot and shoe dealer, Felix Favreau, J. A. Blais, A. Vinet, and A. Lapointe.

Fashion Shoe Shops, Toronto, is a recently registered company.

The Dominion Boot Lace Company, Montreal, manufacturers of shoe laces, have registered.

Daoust & Vigneault, boot and shoe retailers, Montreal, have registered.

La Favori, (The Favorite) shoe store, Montreal, recently registered.

The Tetrault Shoe Manufacturing Company, Montreal, have received orders for men's shoes from France totalling approximately \$1,000,000.

The renewed interest in social life is stimulating the sale of patent leather dress shoes.

J. H. Coffey, Jr., chief engineer and efficiency manager of Gutta Percha & Rubber, Limited, Toronto, addressed the Electric Club of Toronto, at their luncheon on Friday, April 11, on the subject: "Rubber and Its Uses." Mr. Coffey emphasized the fact that the rubber industry was just in its infancy and that before long we shall see the use of rubber greatly expanded.

The Ryan Devlin Shoe Company, Limited, 255 Portage Avenue, Winnipeg, celebrated on April 26, the thirty-sixth anniversary in the shoe business of their Mr. Devlin. A special discount of ten per cent. was given to all customers.

The retail merchants of Ottawa, Ont., have decided to close their stores at 6 o'clock every Saturday night in the year except Christmas week.

The retail store clerks in Ottawa have formed a union, the initial membership being between two and three hundred. A member of the Trades and Labor Congress of Canada addressed them, stating that clerks in the United States were better off than in Canada.

A retail bureau of the Winnipeg Board of Trade has been formed. Mr. W. J. Devlin is on the executive committee.

Work has commenced on a three-storey addition of the Tetrault Shoe Company, corner Savoie and Demontigny East, Montreal.

H. Gibbins has taken over the Merit Shoe Store, 510 St. Catherine St. West, Montreal. Mr. Gibbins resigned the management of the ladies' shoe department of The John Murphy Co., Montreal, to go in business on his own account, and prior to leaving, was presented with a clock by the staff of the department and a club bag by the buyers of the company.

The Dominion Rubber System have instituted a novel contest for school children through the retail merchants of the country. The prizes are nine \$50 Victory bonds. Printed blotters containing the seven trade marks of the system are distributed to the children, who are invited to send in short stories not exceeding 100 words, or a four-line poem, containing all the trade mark names. For each of the nine best replies, one for each province, the Company will award a \$50 Victory bond. This contest is open to open to all Canadian

school children. The blotter contains a picture and a model poem, in which is incorporated the names of the system's trade marks. The replies have to be mailed before July 1st next to the Contest Editor, Dominion Rubber System, Montreal, Box 330.

Mr. Wilson, of the Hudson Bay Co.'s shoe department, Vancouver, has been on a buying trip to Montreal.

Mr. S. G. Vance, well known Tillsonburg shoe retailer, recently won the American trophy for trap shooting at the Hamilton Gun Club. His score was 189 out of 200.

W. Binmore, who was treasurer of the Dominion Rubber System for many years, and who recently spent several months in California, has returned to Montreal, and assumed the duties of secretary for the organization.

The I. O. D. E. of Hastings, gave an entertainment on Friday, May 2, in connection with the opening of the new Breithaupt tannery at Hastings, Ont. The proceeds are to be used for the building of a suitable memorial for the soldiers from Hastings who fell in battle.

The Kaufman Rubber Company have opened a Garden Competition for all employees who have been on the payroll since April 1. Three judges will be appointed, whose duty it will be to visit all gardens entered in the competition, the entries to close June 1st. There will be twelve cash prizes ranging from \$5.00 to \$50.00, and it is one of the conditions that all gardens entered must contain over 700 square feet.

Fred Marois, of Tourigny & Marois, Quebec, has returned from a trip to South America.

Frank W. McKeen has resigned as superintendent of Gale Bros. Ltd., Quebec, to accept a similar position with J. M. Stobo Ltd., Quebec.

The W. W. Cooper Company, Swift Current, Sask., have decided to close their store every day of the year at 5.30, with the exception of Saturday, when the closing hour will be 9 p.m. During the winter months the hour of opening will be 8.30 instead of 8 a.m.

L. O. Breithaupt, of the Breithaupt Leather Company, Kitchener, spent the week of May 5th in Montreal, on business.

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WANTED—Young man or young lady to take charge of ladies' shoe department; state salary and experience. The Cressman Co., Ltd., Peterboro.

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## Salesman Wanted

WANTED—Sole leather salesman who has had experience in sorting and selling. Box 931, Footwear in Canada, Toronto. 5

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## Cutting Room Help Wanted

We want foreman capable of handling 1,000 pairs staple shoes a day, one with stitching room experience preferred, to supervise both rooms. Wanted also two or three good cutters on clicking machine. Apply or write Tillsonburg Shoe Co., Ltd., Tillsonburg. 5

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## Making Room Foreman

Factory making 1,000 pair per day. McKay and nailed goods. Must be capable of taking charge from nailing and stitching to finishing bottoms. Also capable of operating for instructional purposes, Goodyear outsole stitcher, McKay sewing machines and other bottoming machinery. We want a first-class man looking for advancement, and with organizing and co-operative abilities. To take charge immediately. State wages expected.—The T. Sisman Shoe Co. Limited, Aurora, Ontario, Canada. 3-6

# WHITE FOOTWEAR Is Now in Demand



With warmer weather White Footwear will again be in demand.

The Lady Belle Styles for 1919 in both high and low shoes present many features of attractive make up.

When ordering your White Footwear write us, as our In Stock Department is now ready. We invite you to make full use of this service.



**The Lady Belle Shoe Co. Ltd.**  
KITCHENER, ONTARIO

# INKS

FOR LINING MARKING, UPPER LEATHER MARKING, IMITATION LEATHER AND FABRIC MARKING, CARTON MARKING and COUPON MARKING.

## Thirty Kinds of Ink Standardized For Our Trade

If your marking problem is difficult, send us a sample of your material, and allow us to suggest the class of ink desirable for your requirements. Our service is at your disposal.

Indelibility where desired. Also an ink which can be removed, if conditions warrant.

All inks carry guarantee, and are put up in a size and form most satisfactory for trade conditions.

### Markem Machine Co.

232 Summer St., BOSTON, MASS.

Ink carried in stock by the following representatives

INTERNATIONAL SUPPLY CO.,  
Kitchener and Montreal, Canada.  
O. J. LOCKE COMPANY,  
40 West 4th St., New York City.  
MARKEM MACHINE COMPANY,  
116 Mill St., Rochester, N.Y.

L. R. NEWBEGIN COMPANY,  
Montreal, Canada.  
THE LOUIS G. FREEMAN CO.,  
909 Sycamore St., Cincinnati, Ohio.  
MANUFACTURERS' SUPPLIES CO.,  
722 No. 18th St., St. Louis, Mo.

C. J. SIMES,  
62 Mason St., Milwaukee, Wis.

## Subscribers' Information Form

Many letters reach us from subscribers enquiring where certain goods can be obtained. We can usually supply the information. We want to be of service to our subscribers in this way, and we desire to encourage requests for such information. Make use of this form for the purpose.

Date.....19

"FOOTWEAR IN CANADA,"  
347 Adelaide Street West, Toronto.

Please tell us where we can secure (give description as fully as possible) .....

.....  
.....  
.....

Name .....

Address .....

# Henwood & Nowak Inc.



## BLACKS and COLORS



95 South Street - BOSTON, MASS.

Tannery : Wilmington, Delaware, U.S.A.



LARGEST Leather Remnant and Scrap Leather  
Dealers in the World

## UPPER LEATHER

Boxed Sides, Horse Fronts

Dull and Glazed Goat and Sheep Skins

We have Special Offerings from time to time in  
Remnant Stocks especially adapted to the needs  
of Canadian Shoe Manufacturers.

Spanish and Black Upholstery Remnants for  
Glove Trade

Varied and Large Supply Carried in Stock

Hat Sheep Remnants for Novelty Trade

Various Kinds of Leather for Suspender Trade

# The C. G. Flynn Leather Co.

107 South Street, BOSTON, Mass.



Your Best Trade In

# Rubbers

Will Depend Upon The  
Stock You Carry Of

## INDEPENDENT



The fluctuating demand for rubber footwear warns the discriminating retailer to fortify himself with good reserve stocks. He will add wisdom to discrimination if he relies upon INDEPENDENT Brands.

Dainty Mode    Dreadnaught  
Kant Crack    Royal    Veribest

### OUR WHOLESALERS

Amherst Boot & Shoe Co., Ltd.,	Amherst, N.S.
Amherst Boot & Shoe Co., Ltd.,	Halifax, N.S.
E. A. Dagg & Company,	Calgary, Alta.
A. W. Ault & Company, Limited,	Ottawa, Ont.
White Shoe Company,	Toronto, Ont.
McLaren & Dallas,	Toronto, Ont.
The London Shoe Company, Limited,	London, Ont.
Kilgour, Rimer Company, Limited,	Winnipeg, Man.
The J. Leckie Company, Limited,	Vancouver, B.C.
James Robinson,	Montreal, Que.
Brown Rochette, Limited,	Quebec, Que.
T. Long & Brother,	Collingwood, Ont.
Dowers, Limited,	Edmonton, Alta.

The  
Independent Rubber Co.,  
Limited

MERRITTON, ONTARIO



# FOOTWEAR SPECIALTIES

SPIRAL PUTTEES—Wool Knit Fabric.



Price \$35.00 per doz.;  
\$3.00 per pr.

Order Now for Early Delivery

SIESTA FELT SLIPPER—Style 917.



Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's  
\$18.00 per doz.; size 6-12. Misses' \$15.00  
per doz.; sizes 11-2. Child's \$13.75 per  
doz.; sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz.  
Women's 6 and 9 button. Men's 5, 6, 7,  
8, 10 buttons. White, Gray, Chamois,  
Fawn, Taupe.

Send for prices and samples on our full lines of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND OOZE MATERIAL. Also Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

Watch for our salesman, Mr. A. L. Kenney, who expects to call on the trade between Montreal and Toronto at about this time.

## The Wiley-Bickford-Sweet Company

HARTFORD, Conn.

(Address either Office)

WORCESTER, Mass.

EDWIN CLAPP SHOES ARE  
ENTERING ANOTHER  
SEASON OF GROWING  
POPULARITY. NOW IS  
THE TIME TO PLACE  
YOUR REQUIREMENTS.



FOR  
MEN and WOMEN

*Edwin Clapp*  
*& Son, Inc.*  
ESTABLISHED 1853  
EAST WEYMOUTH, MASS.  
U. S. A.



# ECLIPSE

**Stitchdowns  
McKays  
Turns**



The "Eclipse" repairable Stitchdown offers you the advantage of a regular welt shoe at a lower price on account of its simpler construction. This line should hold an important place in your Fall stock. Do not fail to examine our McKays and Turns before buying. Broad, easy fitting lasts, high grade materials and expert construction, gives them an enviable reputation.

## OUR TRAVELLERS ARE NOW OUT

With everything in footwear from infants' size 1 to growing girls' size 6.  
Stock our splendid and complete range and thereby strengthen your children's department with a thoroughly reliable line.

**The Galt Shoe Manufacturing Company, Limited**

Galt - Ontario

1919

**To Jobbers**

By selecting a line that meets the requirements of the great majority of the public, you are handling merchandise that is most profitable to yourself by reason of a broader market.

**"The Best Everyday Shoes"**

and

**The Aurora Lines**

are well established lines, and have made good with the public and the retailers. Their quality, service and reasonable price are factors of their success as necessary everyday shoes.

**The  
T. Sisman  
Shoe Co.  
Limited  
Aurora, Ont.**

# The Linen Thread Servant in the Factory

A modern shoe factory is organized, equipped and managed along scientific lines, using the best findings, including—linen threads.

Cotton thread is cotton thread and linen thread is linen thread, yet one thread holds and another fails. Linen thread says, "Rely on me" and proves it—cotton thread brings failure and peril when it breaks under strain while stitching a shoe. The result in using our linen thread, one which is economy to you and satisfaction and comfort to the operator, is not to be enjoyed from any other type of thread.

We Handle

## Barbour's, Finlayson's, Knox's

standard quality threads for all classes of work

**GIVE US A TRIAL ORDER**

**SAMPLES SENT ON REQUEST**

### Frank & Bryce, Limited

Toronto

MONTREAL

Quebec

# EUREKA SHOES the Line Extraordinary for the Jobber



To Jobbers who have handled them, Eureka Shoes are exceedingly popular. This line includes a splendid assortment of high grade Women's McKays and McKay Welts that have already proven their ability to create steady sales.

*Write us and we will be pleased to supply samples, etc.*

## EUREKA SHOE CO., LIMITED

THREE RIVERS, QUE.

**Jobbers Should Note!**

**New Castle**

**Quality** **Kid**

Supplies either glazed or natural surface, black or colored, this famous product is always reliable and uniform in quality.

Quantities shipped promptly. Samples supplied.

Canadian Agents for  
**FRED RUEPING LEATHER CO.**  
Calf and Side Leathers, Ooze Splits and  
Barrett & Co. Skivers.

**New Castle Leather Co.**  
NEW YORK

Canadian Branch:—335 Craig St. W., Montreal  
Factory:—Wilmington, Del., U.S.A.

**Fortuna**  
**Skiving Machine**



For Manufacturers who Skive Leather, Felt,  
Cork, Rubber or Paper

Used extensively by Manufacturers of  
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE  
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

**Fortuna Machine Co.**  
127 Duane Street - NEW YORK

**D. & P. Counters are  
Built for Satisfaction  
and Service**



D. & P. Counters are the result of selected fibre compressed by the special D. & P. process. They are Canadian made, and you will find them worthy of this mark of distinction. May we send you samples?

We can also meet your needs for upper and sole leather of exceedingly good quality.

Ed. R. Lewis, 45 Front St. East  
Toronto  
Ontario Selling Agent

**DUCLOS & PAYAN**

Richard Freres, Quebec  
Selling Agents for  
Quebec City

Tannery and Factory: ST. HYACINTHE, P.Q.

Sales Offices and Warehouses: 224 Lemoine Street, MONTREAL

# DUNLOP "Acme" Soles



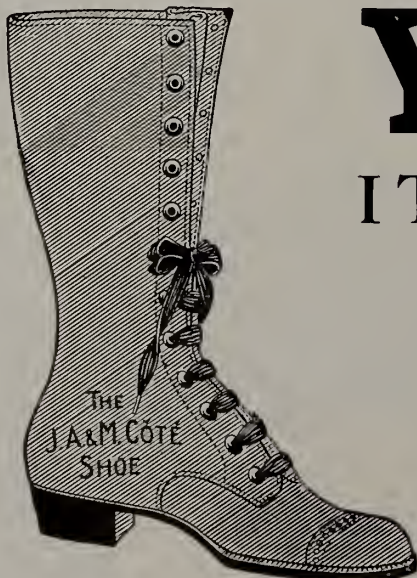
Longest Wear  
Surest Stride  
Most Comfort



## ALPHABETICAL LIST OF ADVERTISERS

Aird & Son . . . . .	18	Franklin Machine Co. . . . .	66	Oscar Onken Company . . . . .	73
Ames-Holden-McCready . . . . .	19	Friedman, S. J. . . . .	68	Panther Rubber Company . . . . .	Cover
Armstrong, W. D. . . . .	66	Gagnon, Lachapelle & Hebert . . . . .	65	Perfection Counter Co. . . . .	74
Beckwith Box Toe Company . . . . .	14	Galt Shoe Company . . . . .	60	Perkins & McNeely . . . . .	68
Bennett Limited . . . . .	5	Globe Shoe Company . . . . .	66	Perth Shoe Co. . . . .	13
Boston Blacking Company . . . . .	18	Goodyear Tire & Rubber Co. . . . .		Pickering, Jos. . . . .	53
Borne, Lucien . . . . .	69	Henwood & Nowak . . . . .	57	Plant, Thos. G. . . . .	24
Boot and Shoe Union . . . . .	72	Hinde & Dauch Paper Company . . . . .	73	Regal Shoe Company . . . . .	1
Breithaupt Leather Co. . . . .	17	Home Shoe Company . . . . .	74	Ritchie, John . . . . .	7
Brodie & Harvie . . . . .	74	Hydro City Shoe Manufacturers . . . . .	75	Robinson, James . . . . .	8-9
Canadian Consolidated Rubber Co. . . . .	3-26	Independent Rubber Company . . . . .	58	Samson Enr., J. E. . . . .	60
Champion Shoe Machinery Company . . . . .	67	International Supply Co. . . . .	6	Scholl Mfg. Company . . . . .	22-23
Children's Shoe Mfg. Co. . . . .	16	Kelly, Thomas A. . . . .	70	Scott, J. A. . . . .	25
Clapp, Edwin . . . . .	59	Kenworthy Bros. . . . .	79	Slater Shoe Company . . . . .	10
Clarke and Co., A. R. . . . .	80	Lady Belle Shoe Co. . . . .	55	Sisman Shoe Company . . . . .	60
Clark Bros. . . . .	20	Landis Machine Company . . . . .	70	Spaulding & Sons, J. . . . .	15
Clarke & Company, A. R. . . . .	80	Lamontagne Racine & Co. . . . .	70	Standard Kid Mfg. Company . . . . .	4
Cleland, Regd., James . . . . .	68	La Duchesse Shoe Company . . . . .	74	St. Hyacinthe Soft Sole Company . . . . .	68
Côte, J. A. & M. . . . .	64	Lagace & Lepinay . . . . .	68	Taylor-Forbes Co. . . . .	71
Daoust-Lalonde & Company . . . . .	11	Markem Machine Co. . . . .	56	Tetrault Shoe Company . . . . .	12
Duchaine & Perkins . . . . .	75	Marsh Company, Wm. A. . . . .	21	Textile Mfg. Company . . . . .	71
Duclos & Payan . . . . .	62	Mooney Company, A. G. . . . .	65	Thompson Shoe Company . . . . .	14
Dunlop Tire & Rubber Goods Co. . . . .	93	Narrow Fabric Company . . . . .	66	Toronto Heel Company . . . . .	73
Eastern Shoe Mfg. Company . . . . .	73	National Cash Register Company . . . . .	77	United Shoe Machinery Co., Ltd. . . . .	76-78
Edwards & Edwards . . . . .	71	New Castle Leather Company . . . . .	62	United States Hotel, Boston . . . . .	69
Eureka Shoe Company . . . . .	61			Wiley, Bickford & Sweet . . . . .	59
Evans' Son Company, L.B. . . . .	73			Whittemore Bros. . . . .	71
Flynn Leather Co., C. G. . . . .	57				
Fortuna Machine Company . . . . .	62				
Frank & Bryce . . . . .	61				

*There's No Uncertainty About*



THE  
MAN'S SHOE

# YAMASKA

## IT'S ALL LEATHER

The genuine material seasoned to wear and shaped to fit. No haphazard methods are permitted in the production of YAMASKA. We find it is the best policy to stick to thoroughness in every particular.

You will recognize this adherence to quality, in YAMASKA shoes. Your customers, from the big-footed man down to the little chap will obtain the full-value from their wear—a factor in creating more sales.

Give YAMASKA the chance to create more sales for you.

La Compagnie

# J. A. & M. COTE

St. Hyacinthe, Quebec

Brushes  
Thread  
Cement

# Cotton Thread

All  
of the  
Best

The merits of Mooney's Thread have been proven beyond question. Its lustre, strength and the facility with which it may be worked have gained for it a wide popularity.

If you are not already a user of our thread we shall be pleased to mail you samples on request.

Let us show you the promptness of our service and the reliability of our supplies.

## The A. G. Mooney Company

Toronto  
Ed. R. LEWIS  
45 Front St. East

220 Lemoine Street, MONTREAL

Quebec  
J. P. PARENT  
St. Valier St.

## Fall Styles for the Jobbing Trade

*Selling  
to  
Jobbers  
Only*

Quick and satisfactory selling is always the result of a good stock of our excellent line of leather shoes for Women, Misses, Children and Infants.

Quality and exceedingly good workmanship predominates. Write us regarding your needs.

### Gagnon, Lachapelle & Hebert

Shoe Manufacturers

55 Kent Street

Montreal

**Nufashond**  
TRADE MARK REG.  
**Fabric Tip**

**Shoe Laces**  
 The quality shoe laces for every requirement. At all jobbers. Always specify "Nufashond." Samples upon request.

THE NARROW FABRIC CO.,  
 Reading, Pa.

**NUFASHOND**  
**FABRIC TIP**

The Best and Most Durable  
 Shoe Laces Are Made  
 With Our  
**Power Shoe Lace  
 Tipping Machines**

Textile and Special Machinery  
 Harris-Corliss Steam Engines

*Send for Catalogue*

**The Franklin Machine Company**  
 Engineers Founders Machinists  
 189 Charles Street, Providence, R.I.

**SHOE-STAMP-SPECIALIST**

**W.D. ARMSTRONG**

ENGRAVER OF FINE STEEL STAMPS & DIES  
 230 ST. WES. MONTREAL. PHONE 675  
 CRAIG ST. QUE. QUE. MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN  
 & ADD AN ARTISTIC FINISH TO YOUR SHOES  
 WHICH WILL INCREASE YOUR SALES.

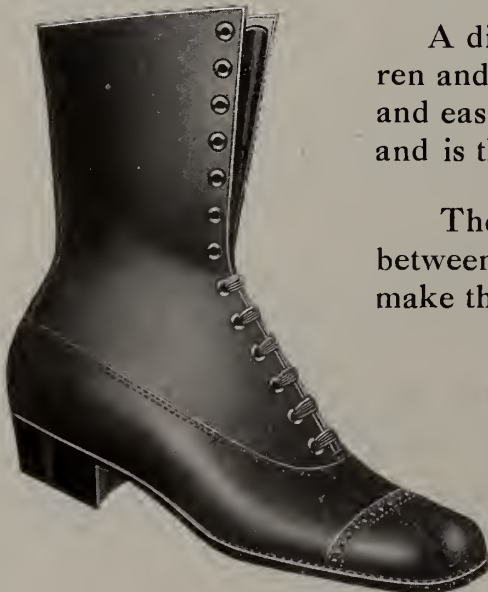
ORIGINAL DESIGNS SUBMITTED

Have You Heard About  
**The Globe Pillow Welt?**



A distinctive feature in our footwear for Misses, Girls, Children and Infants. It is designed with special regard to comfort and ease for growing feet. The Welt is sewn right into the shoe and is the Genuine Goodyear.

The soft cushion insole, and the waterproof cork filling between the inner and outer soles are two features that help to make these shoes the most popular on the market.



**GLOBE SHOE LIMITED**

Factory TERREBONNE, QUE.

Selling Agents

**L. H. PACKARD & CO., LIMITED**  
 MONTREAL, P.Q.



# A Shoe Merchant

With a

# Champion Shoe Repair

## Department, said

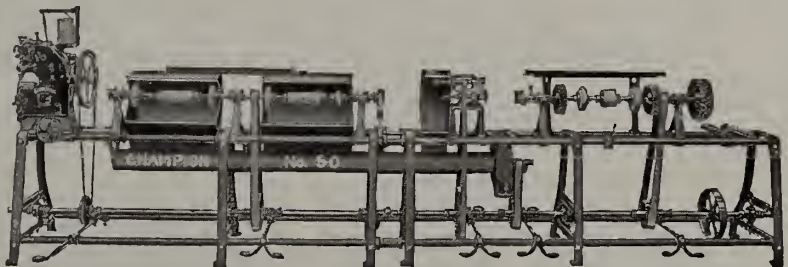


Every customer for a new pair is a prospect for the repair department.

By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion Machines are sold outright (no royalty) for cash or on monthly payments.**



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.



Universal Model Curved Needle and Awl Shoe Stitcher — heated by gas, gasoline, or electricity.

**CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.**

Please send me particulars about a shoe store repair department.

Name ..... Street .....

City ..... State .....



Makers of boots and fine shoes for all deformities and lame feet.

Endorsed by medical officers of Militia.

Satisfaction guaranteed.

Information cheerfully sent on request.

S. J. Friedman  
Vancouver's  
Leading Surgical  
Bootmaker

**West End Boot Hospital**  
320 Granville St. Vancouver, B.C.



*Pan American*  
**KID**

Seal Brown and Black

**Perkins & McNeely**  
Philadelphia

Canadian Representative—  
**Ed. R. LEWIS**  
45 Front St. E., TORONTO



No. 46

**A VALUABLE LINE  
FOR THE JOBBER**

**High-Class Women's  
McKays**

We have the McKay process down to a fine point, and you can realize a generous turnover on the excellence of our product.

Our new lines for men, youths and boys are also examples of well made footwear reasonably priced and capable of keeping up the big sales for which they are noted. Samples will convince you.

**LAGACÉ & LEPINAY**

22 ST. ANSELME STREET  
QUEBEC



No. 50

*Largest Manufacturers in Canada*

—of—

**STEEL DIES**

for

**Shoe and Rubber Manufacturers**

*Prompt  
Service*

*Guaranteed  
Work*

**JAS. CLELAND, REGD.**

16 St. George St., Montreal



**Our McKay Sewed and Standard  
Screwed Shoes**

will stand plenty of hard wear. Made on foot-fitting lasts that will give comfort to the wearer and are durable. The range includes Men's, Boys', Youths', Little Gents', Children and Infants' Black and Beaver Brown Box Kip. Your jobber will quote you prices, or write us direct.

**A. A. COTE & SON, Limited**

Successors to St. Hyacinthe Soft Sole Shoe Co. Limited  
ST. HYACINTHE, QUEBEC

**The United States Hotel,** Beach, Kingston  
and Lincoln Streets  
**BOSTON, MASS., U. S. A.**

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

**JOBBERS**

Supply the Demand  
For These  
Boots



Our boots for men, by reason of their wide and ready market and their splendid value to the wearer are well worth your handling. There's a big demand for them, and a liberal profit for you. Write us.

**J. E. SAMSON ENR.**  
QUEBEC

**Middle and Western Canada  
Demands the Best  
in Footwear**

To successfully introduce your lines and maintain a satisfactory business you must interest the General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.



Over 33 years in its field

**"CANADA'S GREATEST TRADE PAPER."**

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

**SURFACE KID** IN BLACK and COLORS

Beautifully pliable and with a glove-like grain—Surface Kid is particularly suitable for dressy shoes.

It rivals the beauty of Real Kid and is very much cheaper.

Made in black and colors and sold at attractive prices. Send to-day for samples.

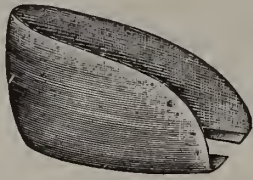
**BUTTS IN GUN METAL, DULL, GLAZED  
CABRETTAS, GLAZED KID, SHEEPSKINS**



Head Office  
491 St. Valier St., Quebec

**LUCIEN BORNE**

Montreal Office—225 Lemoine St.



## COUNTERS BOX TOES and INNER SOLES

Our union and all leather, flexible inner soles are better than ever, with no change in prices. Try them and be convinced.

**LAMONTAGNE, RACINE & CO.**  
115 ARAGO ST.  
QUEBEC

## KELLEY KID

*LEADS THEM ALL  
in Uniformity,  
Fine Texture, Wearing Qualities and Finish*



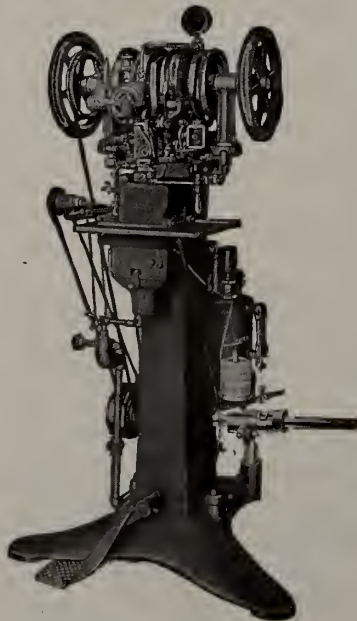
In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

**Thomas A. Kelley & Co.**  
Tannery and Main Office, LYNN, MASS.

Selling Agents:  
**ROUSMANIERE, WILLIAMS & CO.**  
87-93 Lincoln St., BOSTON, MASS.

## Landis Outfits are Money-Makers

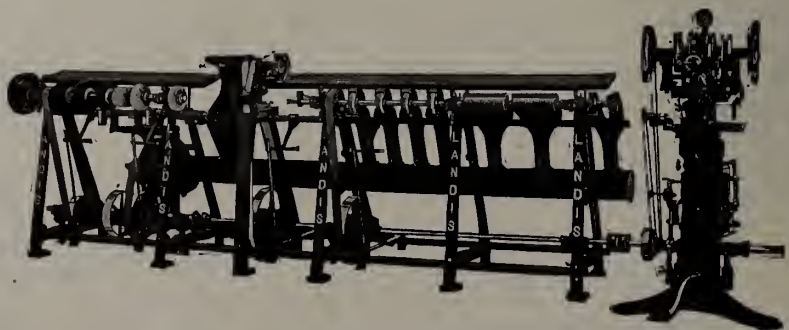


Landis No. 12 Shoe Stitcher.  
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to  
Landis Model 25 Finisher.

**Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.**

# SHOE LACES

**MADE IN CANADA**

Supply  
Shoe Manufacturers and Wholesale Trade  
only

**Textile Manufacturing Co., Ltd.**

439 Wellington Street West  
TORONTO

## Edwards & Edwards

TANNERS  
OF

### SHEEPSKINS

FOR

Shoes, Gloves, Saddlery  
Upholstering  
Bags and Suit Cases  
Bookbinding  
Fancy and Novelty Goods  
Skivers  
Embossed Leathers  
Etc., Etc.

### EDWARDS & EDWARDS

Head Office and Sale Rooms Tanneries  
27 Front E. Toronto Woodbridge, Ont.

Quebec and Maritime Provinces  
Represented by  
**JOHN McENTYRE LTD.** 28 St. Alexander St.  
MONTREAL, QUE.

## The Shine that Lasts

Your shoes will hold their shine a surprisingly long time if you use

*Whittemore's Shoe Polishes*

*The Whittemore lines serve a double purpose viz—that of a polish and leather preservative.*

Our **Bostonian Cream** is the ideal cleaner for kid and calf leather put up in Brown, Grey, White, in fact all colors.

Try our **Nobby Brown Paste** for brown shoes and **Peerless Ox-blood Paste** for Red Shoes.

**Quick White** Liquid Canvas Dressing.

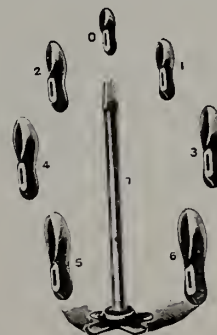
**ALBO White Cake** Canvas Dressing  
**GILT EDGE SELF** Shining Dressing

Ask your Jobber. If he cannot supply you write us

**Whittemore Bros. Corp.**  
Cambridge, Mass, U.S.A.



## HERE IT IS



### The Reliable Cobbler Set

Many inquiries for a Cobbler Set which will stand unlimited abuse and cover the demands of the Shoe Repairing Trade, have resulted in the RELIABLE Set.

It's just the one the Cobbler needs and it's "Made in Canada." The heavy Cast Iron Base measures 7 in. across and the Wrought Iron Post is bedded solid in this Base.

The Post Taper measures 5 8 in. x 1 ¼ in.  
Height of Stand 25 ½ in.

Last No.	0	1	2	3	4	5	6
Weight ea.	1 lb. 7 oz.	2 lb. 6 ½	3 lb. 3	3 lb. 10 ½	5 lb. 1 ½	6 lb. 4	7 lb. 5
Length of Last—							
Inches	7	6 ½	7 ¾	8 ¾	9 ½	10	10 ¾

Weight of Stand, 16 ½ lbs.

Don't hesitate about stocking this Set.

Write for prices.

We make a big line of Cobbler Sets and Repair Outfits.  
Write for Catalogue.

**TAYLOR-FORBES COMPANY, Limited**  
GUELPH - ONTARIO



## The Union Label Marks the Union Shoe

Where the public is concerned, nothing succeeds but the Truth!

There is no excuse or apology for the absence of the Union Stamp on the shoes you sell.

For the Union man there is only one TRUE STAMP, the stamp of the Boot and Shoe Workers' Union.

It is the only mark of the Union made shoes; it is the only mark on the shoe that will satisfy ALL the people ALL the time.

### Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 Summer Street

BOSTON - - MASSACHUSETTS

CHAS. L. BAINE  
Gen'l Sec'y-Treasurer



**100 Years of Good Shoemaking**



No. 300 Patent  
No. 303 Dull Calf  
Sizes 6-11. B-D.  
PRICE \$3.50

**MEN'S MEDIUM GRADE  
HOUSE SLIPPERS**

PUMPS AND OXFORDS IN STOCK  
FOR IMMEDIATE SHIPMENT

Thirty Lines Listed in Catalog No. 16

BOSTON OFFICE—110 Summer Street

**L. B. EVANS' SON CO. WAKEFIELD, MASS.**

**The New  
"EASTERN"  
Shoe Lines**

offer big possibilities to Jobbers desirous of handling a first-class product at popular prices.

We will be pleased to show you a very complete assortment of shoes for Misses, Children and Infants for Spring and Summer, upon receipt of a post card from you.

*See us when in Montreal*

Write us now.

**The Eastern Shoe  
Manufacturing Company, Limited**  
152 Frontenac Street  
Phone—La Salle 2561 **MONTREAL**

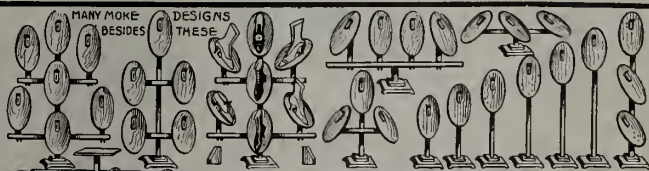
**We Can Save Money for You on Your  
Shipping & Packing  
H & D Solid Fibre Board Boxes**

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



**The Hinde & Dauch Paper Co.**  
of Canada Limited  
TORONTO ONTARIO



**Make Your Show Windows Pay Your Rent**  
Many Sales are made on the Sidewalk  
**Window Display Fixtures**

A Wonderful set of Patented Interchangeable Window Display Fixtures for displaying Men or Womens' Shoes. Set will give 10 Years Good Service in effective trade pulling window trims.

The Fixtures you see above are only a very few of the designs that can be set up with the full set, besides hundreds of standard fixtures can be set up.

Made of Oak, either Golden, Antique or Weathered Finish. Set is put up in a Hardwood Hinged Lid Storage Chest, a good place to keep the extra Younits not in use. There are thousands of sets in daily use.

- No. 101 Set has 220 Interchangeable Younits For Large Windows, \$48.12
- No. 101½ Set has 110 Interchangeable Younits For Medium Windows, \$27.50
- No. 101¼ Set has 55 Interchangeable Younits For Small Windows, \$17.32

Stock carried in Hamilton, Ont. Order direct or thru your jobber. Send for catalog. Patented and made in Canada.  
**The Oscar Onken Co. 5950 Fourth Street Cincinnati, Ohio, U. S. A.**

**TORONTO HEEL CO.**

Manufacturers of

**All styles of Heels in Leather  
and Composition**

We are also Makers of the  
**Haverhill**

Write for Samples and Prices. These will interest you

**The Toronto Heel Company**  
13 Jarvis St., Toronto

# The Home Shoe

THE EXCELLENCE  
of Comfort and Style  
coupled with the high class  
workmanship and materials, put  
into our shoes, make them a  
"Sterling" value.

Give your customers this extra  
value and increased profits  
to yourself by handling our many  
attractive Home Shoe models.

*Write Us—Today*

**Home Shoe Company, Ltd.**  
327 Amherst Street, - MONTREAL

# BRODIE'S Patent Paste

This famous product covers  
a wide range of usefulness  
being used with equal success  
and efficiency by manufacturer-  
ers of the finest grade shoes and  
makers of heavy work shoes.

Supplied in quantities to  
meet your needs.

Let us send you sample and  
price.

**Brodie & Harvie**  
Limited  
14 Bleury St. MONTREAL

**JOBBER'S  
ONLY**

*Very Attractive*

Our showing of "La  
Duchesse" McKay Shoes  
for Women, and Turn  
Slippers for Men. *For  
your inspection.* When-  
ever you want high grade  
shoes it will pay you to  
handle "La Duchesse"  
manufacture.



**"La Duchesse" Shoe Co.**

Registered  
MONTREAL



**This  
is the  
Real  
One**

The shoe fibre counter is worth two cents a pair  
only, but it will be worth dollars to you if you use the  
right one.

**Try the "Perfect"**

It will put quality into your shoes and give them a  
good appearance, because it will stand the most stren-  
uous wear, and give you the best fit obtainable.

THE MOST ECONOMICAL COUNTER  
ON THE MARKET

**Perfection Counter Limited**

699 Letourneux Ave. Cor. Ernest St.  
Montreal





# Hydro City Shoes

A RELIABLE product made for an established market—  
 Something to recommend to your customers who demand  
 a solid leather shoe giving a maximum of wear—an unsurpassed  
 staple line for general trade.

**HYDRO CITY SHOE MANUFACTURERS**  
 LIMITED

KITCHENER

ONTARIO



*Jobbers See Our*

# McKAYS

*A Complete Line of*

**Well-Made Footwear**

for Men, Boys and Youths  
 Women, Misses and Children

**Duchaine & Perkins**  
 QUEBEC

Montreal Sample Room  
 E. T. Bank Bldg., St. James St.

# USMC

*Made in Canada*

## Improved One-Beam Stands and Lasts

A REVERSIBLE SET FOR

## Shoemakers and Repairers

Stands made in Two Sizes,  
Each with Five Lasts and  
New Style Beating Out  
Block.

Horizontal or Upright po-  
sitions by merely reversing  
the lasts.

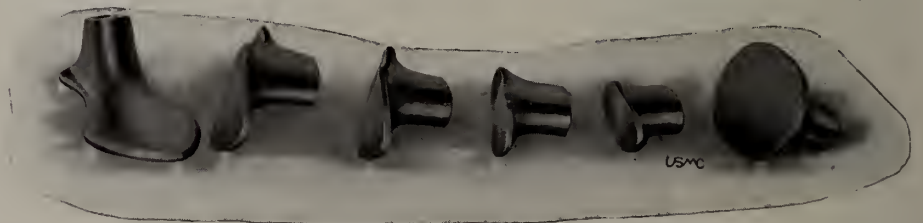
Large Round Base. Substantially Built  
Lasts that are made for Modern Shoes.



26 in. Floor Style



12 in. Bench Style



Five Well Shaped Lasts and Beating Out Block

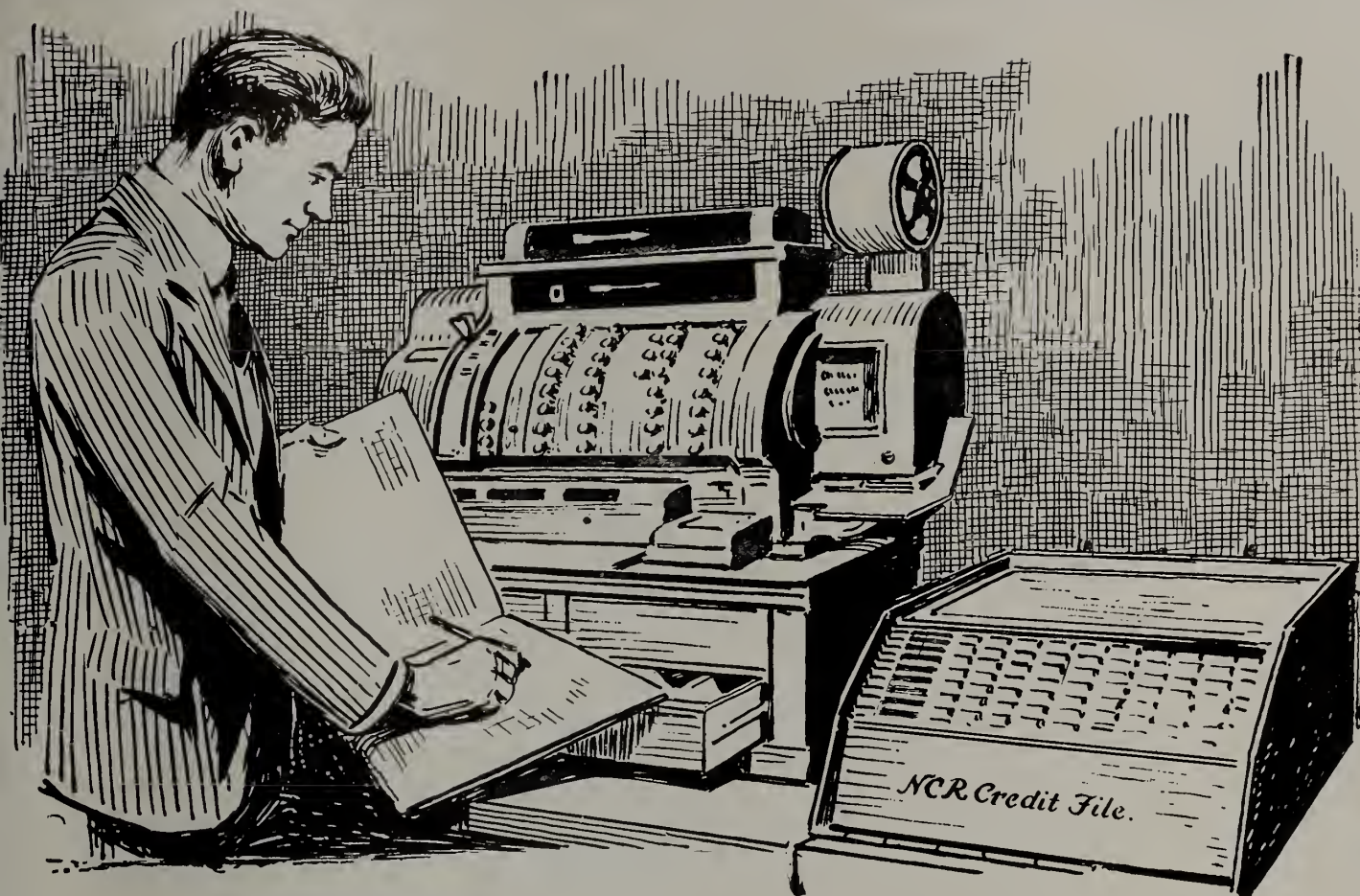
### United Shoe Machinery Company of Canada, Limited

Montreal, Que.

Toronto, Ont.  
90 Adelaide Street West,

Kitchener, Ont.  
179 King Street West,

Quebec, Que.  
28 Demers Street,



## Every merchant needs accurate store records for two purposes

1. Every day he needs a complete, accurate record of his store transactions to successfully control his business.
2. He needs these same figures every time his banker or wholesaler calls on him for a financial statement.

He also needs them to know how much money he is making, and what it costs him to do business.

Every merchant can get a record of his store transactions in two ways—slowly by hand, or quickly and accurately by machinery.

A modern National Cash Register will give him accurate, unchangeable records.

It will classify, add, and certify. It will save him work and reduce his expenses.

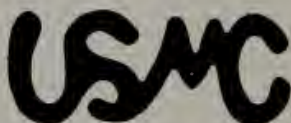
No merchant should keep records by hand that can be kept so easily by machinery.

A post card will bring full information about how an up-to-date National will take the drudgery out of keeping store records.

The National Cash Register Company of Canada, Limited  
Toronto, Ont.

Offices in all the principal cities of the world

ENDORSED BY  
**The Dominion's Most  
 Successful Shoemen**



Your Guarantee of Quality

Have you Noticed that the Principal Shoe Manufacturers, Shoe Makers and Repairers  
 Throughout the Dominion are Using Machinery  
 AND SUPPLIES BEARING THE

**U S M C**

Brandmark—The Mark and Guarantee of Quality?

There Must be a Reason—Surely there is—And it is

**RESULTS**

Apply the Experience of these Successful Business Men to your Own Problems. Such  
 Universal Approval by Specialists should be Convincing. Your Decision  
 will be the Same. Inevitably You Will Order

U S M C Equipment and Supplies

Specify and see that You Get Them

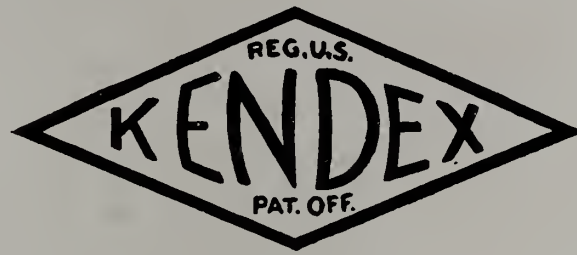
*Catalog Gladly Sent on Request*

**United Shoe Machinery Company of Canada, Limited**  
**MONTREAL**

**TORONTO**  
 90 Adelaide Street West,

**KITCHENER**  
 179 King Street West,

**QUEBEC**  
 28 Demers Street,



# INSOLES

**Kendex** has the added qualities for an Insole which gives satisfaction and comfort to the wearer ; conforms to the foot ; is of uniform flexibility ; will not shrink, swell or check and prevents calloused feet ; is **fast color** ; made in all weights, worked dry and sold in sheets or rolls.

**Kendex** is made in Oak, White and Black colors. Makes an excellent middle sole ; trims to a clean edge, and is a **non-conductor**.

**Felt** of every description for shoe manufacturers.

**Heel Pads** cut from several qualities of white felt, also all colors of Combined Imitation Leather and Felt. Our facilities mean service to you at a **minimum** cost.

## KENWORTHY BROS. COMPANY

STOUGHTON, MASS.

Represented in the Province of Quebec by HORACE D'ARTOIS, 224 Lemoine St.. Montreal

# CLARKE'S

Part of Enamel Factory with a production up to 1,000 sides daily.



Laing Street Factory where more than 300 sides of leather are produced daily.



**T**HE reliability of Patent Leather is directly dependent upon the process and care in its manufacture, besides the use of first grade material. In buying Clarke's you have the best assurance of the incorporation of these es-

entials, from a firm whose sixty-seven years of quality production has made it the largest manufacturing concern of its kind in the British Empire.

## A. R. Clarke & Co., Limited

*"Makers for the Nation"*



Montreal

TORONTO

Quebec



# Footwear

In Canada

## Customer-Satisfaction

Everywhere there is an insistent demand for sound quality in footwear.

If you can sell a customer satisfaction, you have made your largest profit.

No other shoe has had greater influence in producing CUSTOMER - SATISFACTION than Regal.

A study of the Regal line will reveal new sales possibilities for your store.



### Regal Shoe Company, Limited

472-474 Bathurst Street TORONTO



# Panther

## Tested Fibre Soles

This is present-day soling. This is the common-sense, practical, economical soling that brings greater numbers of satisfied customers to manufacturer and retailer alike. If you have not already made an investigation covering "Panther" Tested Fibre Soling, do so at once by all means.

## "Sure Step" Tread Rubber Heels

In combination with Panther Soling these "Sure Step" Rubber Heels offer the ideal wearing surface for all footwear. They are a well-known product. Panther Soles look like leather, and can be supplied in black, white, or tan. They can be worked up the same as leather, but they wear better. They are crack-proof and slip-proof. They are comfortable and resilient the first time worn. They are waterproof. Write us immediately for information that will be to your advantage.

## Panther Rubber Co.

Limited

Sherbrooke, Quebec





**A**  
**"One-Piece"**  
**Bag,**  
**Absolutely**  
**Waterproof**



**A**  
**Good Looking**  
**Bag,**  
**Inside and**  
**Out**

# The Naugahyde Bag

## A Dominion Rubber System Product

Good looks go a long way towards selling a a bag. And when you have a bag that couples good looks with moderate prices that give you a good profit, you have something worth pushing.

THE NAUGAHYDE BAG is made of a new composition material, based on rubber, which is vulcanized into one solid, seamless piece by a new and patented process. Even the heavy protecting pieces on the corners are fused right into the bag itself. Having no stitches or rivets gives the NAUGAHYDE extra strength—and makes it ABSOLUTELY WATERPROOF. THE NAUGAHYDE BAG can be left in the rain all day and not a drop of water will get inside.

One of the tests of a good bag is the character of the top. THE NAUGAHYDE, like the best quality leather bags, are made with soft, pliable tops,—and lined with heavy brown twill which is so firmly cemented to the outside fabric as to be practically a part of it. This gives additional strength to the bag without adding anything to the cost.

Made in 16 in., 18 in. and 20 in. sizes for Men, and in 14 in., 16 in. and 18 in. for Women.



The Naugahyde Bags are distributed to the trade through the

**DOMINION RUBBER SYSTEM SERVICE BRANCHES** Located at

Halifax, St. John, Quebec, Montreal, Ottawa, Toronto, Hamilton, Belleville, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver and Victoria.

H. O. McDOWELL

H. N. LINCOLN

# INTERNATIONAL SUPPLY CO.

IMPORTERS  
MANUFACTURERS



JOBBER  
SALES AGENTS

**SHOE MACHINERY, FINDINGS  
AND FACTORY SUPPLIES**

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

MAIN OFFICE AND FACTORY  
37 FOUNDRY ST. S.  
KITCHENER

EASTERN BRANCH  
401 CORISTINE BUILDING  
MONTREAL

Representing

American Lacing Hook Co.  
Waltham, Mass.  
Lacing Hooks and Hook  
Setting Machines

Armour Sand Paper Works  
Chicago, Ill.  
Crystolon Paper and Cloth  
for Buffing and Scouring

Boston Leather Stain Co.  
Boston, Mass.  
Inks, Stains, Waxes, etc.  
Cyclone Bleach

The Ceroxylon Co.,  
Boston, Mass.  
Ceroxylon, the Perfect  
Liquid Wax

Dean Chase Co.,  
Boston, Mass.  
Shoe Goods, Cotton  
Thread

The Louis G. Freeman Co.,  
Cincinnati, O.  
Shoe Machinery

Hazen, Brown Co.,  
Brockton, Mass.  
Waterproof Box Toe  
Gum, Rubber Cement

Lynn Wood Heel Co.,  
Keene, N.H.  
Wood Heels and Die  
Blocks.

Markem Machine Co.,  
Boston, Mass.  
Marking and Embossing  
Machines, Compounds,  
Inks, etc.

M. H. Merriam & Co.,  
Boston, Mass.  
Binding, Staying, etc.

Puritan Mfg. Co.,  
Boston, Mass.  
Wax Thread Sewing  
Machines  
Poole Process for Good-  
year Insoles

The S. M. Supplies Co.,  
Factory Supplies,  
Needles, etc.

H. S. & M. W. Snyder, Inc.,  
Boston, Mass.  
Kids, Cabrettas and Horse

I. Spaulding & Sons Co.,  
N. Rochester, N.H.  
Guaranteed Fibre Coun-  
ters, Fibre Innersoling

The Textile Mfg. Co.,  
Toronto, Ont.  
Shoe Laces

United Stay Co.,  
Cambridge, Mass.  
Leather and Imitation  
Leather Facing, Welting,  
etc.

## SHOE LACES

Made in Canada by

**Textile Manufacturing Co., Ltd., Toronto, Ont.**

The most Complete Line of Laces to be found in Canada

**ROUND LACES RIFLE LACES**

Finest Cotton Yarn—Plain and Mercerized

A thoroughly up-to-date plant with large equipment insures  
**PROMPT DELIVERIES**

We are supplying most of the largest users

**HOW ABOUT YOU?**

We sell to Manufacturers and Jobbers only

## UNITED STAY COMPANY

CAMBRIDGE, MASS.

Manufacturers of

### SHOE TRIMMINGS

IN LEATHER, IMITATION LEATHER AND CLOTH

Top Facing All Colors Any Width

Plain Edge or Single or Double Fold

Pull Strap, Folded Drill, Vamp Stays, Complete Line

All Materials, Styles and Colors

**WELTING FOR SEAMS, All Kinds**

**SKUFFER WELTING**

The largest manufacturers use OUR WELTING because it is  
**STRONG AND ECONOMICAL**



## SPAULDING'S FIBRE COUNTERS

The Original Guaranteed Counter  
Perfect Fitting Highest Quality

### SPAULDING'S OAK TAN INNERSOLING

Used Extensively by Manufacturers of McKAYS and POOLE  
**PROCESS WELTS**

**J. Spaulding & Sons Co., No. Rochester, N.H.**



R

Ask Your Jobber to Show You

# Ritchie's Beaver Brown Shoes For Fall Trade

Quality and price considered,  
they are the best value in today's  
market, giving at the same time  
a feeling of absolute confidence  
in the satisfaction they will give  
the wearer.

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*All the best Jobbers carry*

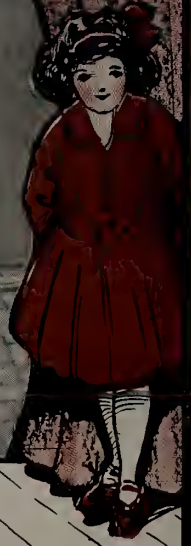
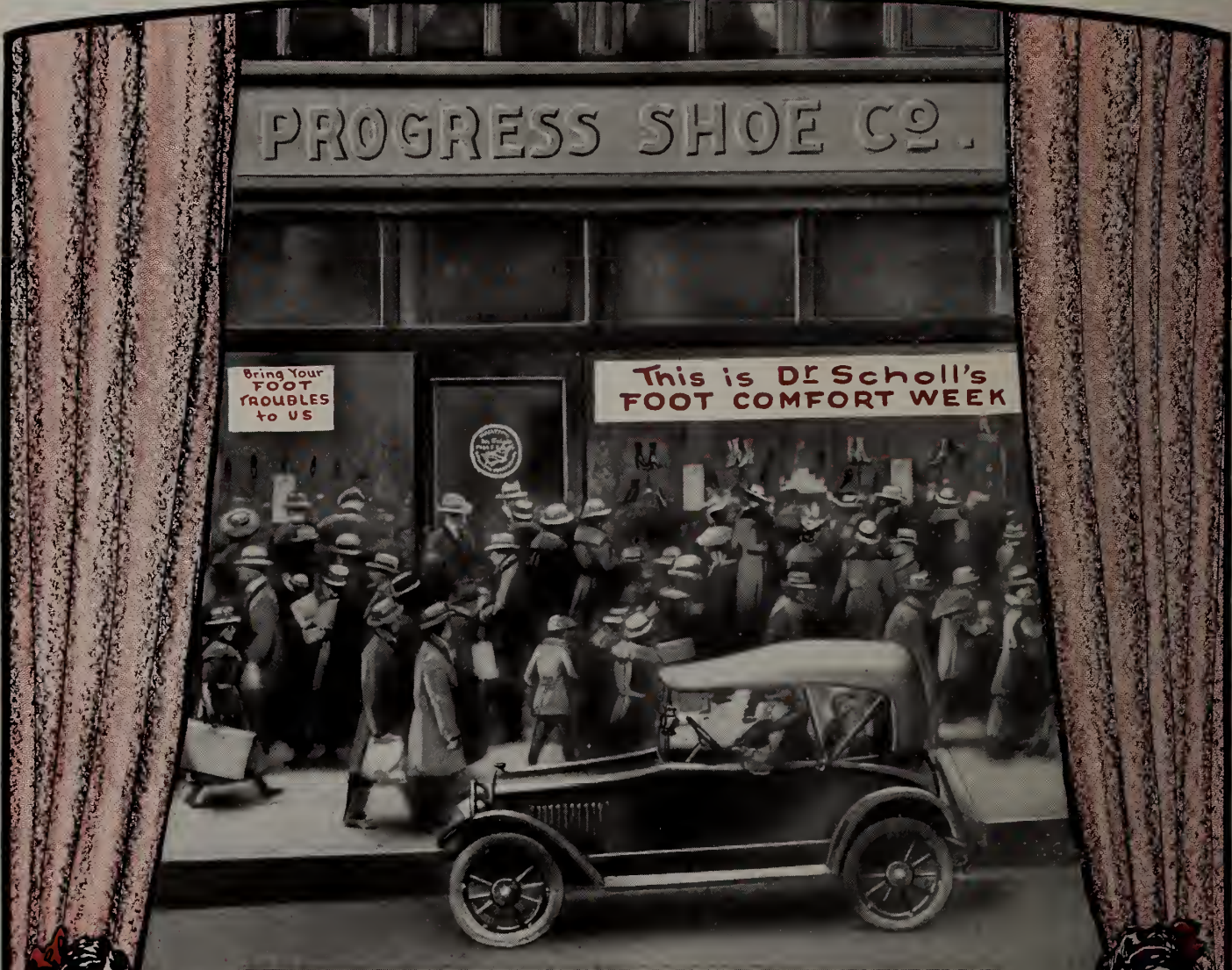
***Ritchie's Beaver Brown Shoes***

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**The John Ritchie Company Limited**

MAKERS OF  
MEN'S SHOES  
QUEBEC

# The Stage



### Why Not Win One of These Window Trim Prizes Yourself

Prizes will be divided into two classes, according to population:

1. Towns of 10,000 population and less.
2. Towns of over 10,000 population.

The small dealer can compete with the big city stores. The same amount of prizes will be awarded to each class as designated above.

1st Prize	.....	\$100.00
2nd Prize	.....	50.00
3rd Prize	.....	25.00
4th Prize	.....	15.00
5th Prize—5 Best, \$10.00 Each	.....	50.00
6th Prize—5 Best, \$ 5.00 Each	.....	25.00

A special prize of a regular \$4.00 Waterman Self-Filling Fountain Pen with name of contestant engraved thereon will be awarded to every active dealer whose window is not awarded one of the above cash prizes.

*All Photos Must be in Our Office by July 7*

# is All Set

Yes, Dr. Scholl's Foot Comfort Week, June 16-21, is going to smash all precedents and previous records from a sales standpoint. Some 20,000 live shoe dealers and department stores are now prepared to make Foot Comfort Week the banner one for 1919.

Never in the history of the retail shoe industry has such interest been manifested in a single event as has been shown this year in Dr. Scholl's Foot Comfort Week. This is only natural for a large majority of these enthusiasts know what Foot Comfort Week meant in the way of increased sales of shoes and foot comfort appliances in 1917 and 1918.

More National Magazine and Newspaper Advertising is being used than ever before to make Foot Comfort Week and what it stands for a household word with the millions of foot sufferers. There are hundreds of such persons right in your immediate vicinity, and these can be drawn into your store, during this big drive, providing you link up your store by putting in a special Dr. Scholl's Foot Comfort Week window display and by running local newspaper advertising.

## Your last chance to act

Thousands of sets of beautiful and elaborate window trims have already been shipped. If you **have not** as yet ordered this material and newspaper electros, **wire right now** and same will go forward by prepaid parcel post, special delivery.

If you **have** received your window trim material, plan to put it in June 13 or 14 and let the public admire it over Sunday. Your newspaper advertising should be run all the week before as well as during Foot Comfort Week.

We have spared neither time nor money to make **this week your week**—so "let's finish the job" by making it one long to be remembered.

### THE SCHOLL MFG. CO., LIMITED

*Largest Makers of Foot Appliances in the World*

112 Adelaide Street East - - Toronto, Ont.

also

CHICAGO

NEW YORK

LONDON

Come to the

# First Canadian Shoe and Leather Exhibition

AT KITCHENER JULY 21st to 26th



Whether you are Manufacturer, Jobber, or Retailer of Footwear, Leather or Findings, if you are interested in the development of the Footwear Industries of Canada, you will find many items to interest you during the entire week.

Why not arrange your Holidays to include the week July 21st to 26th and come to Kitchener. You can, and will have a good time and at the same time gather real valuable information about how Shoes and Rubbers are made and see a better range of samples than the travellers show you.

There will be about 30 lines of Footwear of all kinds.

**Kitchener calls! Will you come?**  
**REMEMBER THE DATES**

# Good Shoes



## PATRICIA

Women's Welts and Turns

## PARIS

Women's McKays, Men's Welts

## METROPOLITAN

Men's Welts, Women's McKays

The most convincing testimony of the value of our Footwear lines is a trial. We are quite willing to allow your future orders to depend solely upon that basis. From experience we know these shoes will do their own selling if given any opportunity whatever. They are made from leather, tanned in our own plants. From start to finish we exercise the most rigid care to uphold a quality that has never been other than high grade since the inception of our business. We would welcome that trial. Write us about it.

## Daoust, Lalonde & Company

Limited

MONTREAL

Branch: Metropolitan Shoe Co., 91 Paul St. East, MONTREAL

# For the Summer Days

Fashion, Comfort, and Economy as well, will prompt your women patrons to purchase White Footwear extensively for Summer wear. The PERTH LINE brings out a varied and excellent range, Oxfords and High Cuts, styled to the minute, and superior in every way,—for Quality, Service and Value.

## IN STOCK

Line 680—All Fine White Canvas Oxford, Imitation Straight Stitched Tip, Whole Quarter, 3½ in. Vamp, White Welting, 1½ in. Leather Cuban White Enamelled Heel. Price . . . . . \$4.00

Line 681—All Fine White Canvas Oxford, Plain Toe, Whole Quarter, 3½ in. Vamp, White Welting, Leather Louis White Enamelled Heel. Price . . . . . \$4.00

Line 690—All Fine White Washable Kid Oxford, Plain Toe, Whole Quarter, 4 in. Vamp, White Welting, Leather Louis White Enamelled Heel with Vanity Heel Plate and Natural Top Lift. Price . . . . . \$5.95

**TERMS 2% 30 DAYS.**

**Packed in Cases Ready to Ship.**

36 pr. case—6 prs. A, 8 prs. B, 13 prs. C, 9 prs. D.  
 18 pr. case—6 prs. B, 12 prs. C.  
 12 pr. case—C's only, 3's to 7's.  
 12 pr. case—D's only, 3's to 7's. (for lines 680, 681 only).

# Perth Shoe Company, Ltd.

*Largest Manufacturers of Women's Fine Goodyear Welted Shoes  
 exclusively in Canada*

Perth - Ontario



# From Boston to Los Angeles



Section of Shoe Department of C. F. Hovey, Co. Boston



Broadway Department Store - Los Angeles

## Queen Quality

REG. U.S. PAT. OFF.

### SHOES

## COVER *the* CONTINENT IN COMPLETE CO-OPERATION WITH OUR CUSTOMERS

**N**ATIONALLY known through national distribution, national advertising and national service, shoes identified by the "Queen Quality" Trade Mark are more than ever a tremendous asset in the retail shoe field.

**"Q**UEEN Quality" style, sound value, and assured demand, with our merchandising service, create splendid turnover under exclusive agency conditions that insure the most volume and maximum net profit to you.

**T**O ally your store with "Queen Quality" is to meet half-way a public that to-day, more than ever, realizes the safety of buying nationally established merchandise.

## Thomas G. Plant Company - Boston, Mass.

Branches: New York and Chicago

Canadian Representatives. M. W. MURDOFF & SON, Trenton, Ontario



## Get Your Rubbers from James Robinson



There has been a tremendous increase in our business handled for Independent Rubbers, of all kinds, this spring. We can account for this only by the fact that the Canadian public know excellent quality and are prepared to demand that quality in their Rubbers. We have the ideal range of styles for old and young in every part of Canada. Kant Krack, Dainty Mode, Royal, Bull Dog, Dreadnaught, Veribest—These are the names by which you can safely distinguish good Rubber footwear quality.

Write us for information on any lines of footwear that may interest you.

**James Robinson**  
**MONTREAL**



## Your Best Footwear Proposition

The longer your experience and the better your class of business, just by so much will you appreciate business dealing with James Robinson. For many years we have had an opportunity to choose the best in footwear of all kinds, for our dealer customers. And each year we have had our judgment backed by those same customers. They have confidence in our ability to stock the season's best selling styles and best values. You will have the same confidence when you give our house a trial this season.

**James Robinson**  
**MONTREAL**

# Shoes For Children

*To Meet the Demands of the Jobber*



Our output comprises a complete line of McKays for infants and children, and also includes a newly added line for misses. We will be pleased to show you samples from our most popular lasts, and give you our best quotations.



An up-to-date factory equipment and facilities for handling a first class product is open for your investigation. You will find its activities directed by men whose many years' practical experience ensures reliability.

## Childrens Shoe Mfg. Co., Limited

11 Belleau St.

Quebec City

# MADE IN CANADA

Our line of Channel Cements, Sole Laying Cements, Chrome Cements, and Surefold is a quality line.

The first consideration given to their make-up is QUALITY.

You may depend on them being as good a Cement as can be made.

## ***Boston Blacking Company***

152 McGill Street, MONTREAL, Canada



*Buy Your*  
**SOLE**  
**LEATHER**

with a view to  
**Economy**

THE advance in the price of hides makes economical buying still more necessary. Cutting value is the factor in sole leather economy, and shoe manufacturers, by keeping this in mind when purchasing sole leather can keep down their cost of production.

BREITHAAPT Sole Leather yields the highest cutting value by an adherence to one standard—the best in Canada.

Tanneries: Kitchener, Penetang, Hastings, Woodstock, Ont.  
 Cut Sole Factory: Provincial Cut Sole Co., Kitchener, Ont.

**The Breithaupt Leather**  
**Company, Limited**

*Manufacturers of*  
*"The Standard of Canadian Sole Leather"*

**Kitchener      Toronto      Montreal      Quebec**

Consider the Price  
and then  
Compare Other Values  
— with —

**AIRD**

**We  
Sell  
Jobbers  
Only**

And if you have been just in your comparisons, we will be satisfied with the result. Because we are confident that AIRD Footwear presents opportunities which no progressive jobber can afford to overlook. We should be pleased to see you personally at our warerooms. If you are unable to call, a postal will bring our newest samples to you. Don't fail to acquaint yourself with AIRD Lines for Fall sorting.

*We are always ready to serve you*

**Aird & Son**

Registered

**MONTREAL**

## Steer the Straight Course and Don't Rock the Boat

**T**HERE probably never was a time when a steady hand at the helm of a retail shoe business was more necessary than it is to-day.

Not even during the darkest days of the war was cool judgment more important. The pilot who wavers or hesitates may split his ship on the rocks of over-buying, or ground it fast in the mud on the opposite side of the channel.

The trend of the leather market is still upward, and the prospect of higher prices tempts the unwary to overload. On the other hand, the over-cautious retailer may wait in the hope that prices may come down. They will—eventually—but not soon enough. The dealer who plays the waiting game will most likely find himself short of his absolute requirements.

The only safe course is to avoid either extreme; to buy for normal requirements only; to buy styles which can be sized in from stock; to send orders for sizes more regularly and more frequently; and to concentrate upon lines which are known to the public and have the quality of saleability.

The Ames Holden McCready system of Branch Stocks offers exactly this opportunity to every Canadian retailer. Our plans are perfected to afford the retail trade a stock service which is more dependable than ever. And when your Fall selling season opens, the saleability of your stock will be increased by vigorous and timely advertising placed right in your own locality.

**AMES HOLDEN McCREADY**  
LIMITED

*"Shoemakers to the Nation"*

ST. JOHN    MONTREAL    TORONTO    WINNIPEG    EDMONTON    VANCOUVER

# Henwood & Nowak Inc.



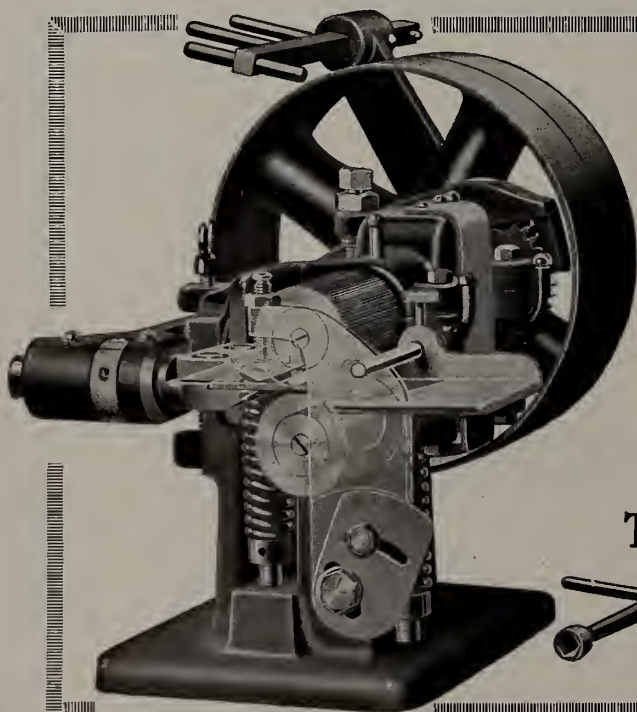
**BLACKS**  
and  
**COLORS**



95 South Street - BOSTON, MASS.

Tannery : Wilmington, Delaware, U.S.A.

## For Wedge Cutting and Scarfing



**THIS MACHINE**  
Accomplishes  
Wonderful Results

in scarfing the ends of Straps, Belts, etc., or cutting a wedge on the heel end of soles to lengthen them. Its remarkable quickness of adjustment and uniformity of work, especially where stock varies a great deal in thickness, makes this machine valuable for speedier and bigger output. It can be used for all wedge stripping or scarfing work.

Send for further information.

**The Louis G. Freeman Co.**  
CINCINNATI, OHIO.

Canadian Representatives International Supply Co., Kitchener, Ont., Montreal, Que.





# Successful Shoes

**L**INK your business with the success of this splendid Marsh Footwear. The models here shown are sold in cases containing 30 pairs of one width.



"106" LAST  
Made in All Leathers  
Widths B to E



"99" LAST  
Made in All Leathers  
Widths B to E



"104" LAST  
Made in All Leathers  
Widths B to E

The Wm. A. Marsh Co., Limited  
QUEBEC

# HARRY E. THOMPSON

## *To the Jobbers:*

In addition to my other agencies I have just completed a contract for the exclusive Canadian Agency for

## The Creedon Exporting Co. of Boston

When you are in Montreal buying your spring samples, etc., I will appreciate an opportunity of showing you this line of merchandise which consists of Misses', Child's and Infants', also Boys', Youths' and Little Gents' McKays. It will pay you to investigate.

# HARRY E. THOMPSON

*Manufacturers' Agent*

10 Victoria St., MONTREAL

*Patented*  
*Dec. 30th, 1913*

*Patented*  
*Oct. 26th, 1915*

## *Vulco-Unit Box Toe*



Adopted by far sighted shoe manufacturers as the only solution for all their Box Toe troubles.

*Absolutely Water-proof and Perspiration-proof*

# BECKWITH BOX TOE LIMITED

Sherbrooke, Quebec, Canada

**SPAULDING'S**  
Fibre Counters  
*Guaranteed*



**QUALITY**

In Pointing Out to You

**SPAULDING'S**  
Fibre Counters  
*Guaranteed*



We point to the superior **QUALITY** which has made these counters the largest selling and most satisfactory in the world.

**J. SPAULDING & SONS CO.**

Main Office and Factory  
**NORTH ROCHESTER, N. H.**

PHILADELPHIA  
John G. Traver & Co.  
329 Arch St.

CINCINNATI  
The Taylor-Poole Co.  
410-412 E. 8th St.

**SEVEN FACTORIES**

Ponawanda, N. Y.  
No. Rochester, N. H.

Townsend Harbor, Mass.

Rochester, N. H.  
Milton, N. H.

**Boston Office**

**203-B ALBANY BUILDING**

ST. LOUIS  
The Taylor-Poole Co.  
1602 Locust St.

CHICAGO  
J. E. D. McMechan & Co.  
217 W. Lake St.

English Agents: J. Whitehead & Co., Ltd.,  
Leicester, England.

**Canadian Agents**

International Supply Co., Kitchener, Ontario and Quebec City. IV. Champigny, Montreal

**SPAULDING'S**  
OAK TAN  
FIBRE INNERSOLING

# THEY LOOK LIKE GOOD SHOES

—*they ARE good shoes*

There is an artistic touch to the style of line and finish of Tetrault shoes, that makes an irresistible appeal to the man who demands a smart shoe with unusual comfort and wearing qualities. A combination not often secured.

The man who discriminates when buying shoes will find his ideal in one of Tetrault's stylish models, and at a reasonable price.

## Tetrault Shoe Manufacturing Co., Limited

Largest Makers of Boots and Shoes in Canada

Office and Warehouse—  
9 Rue de Marseille,  
Paris, France

Montreal

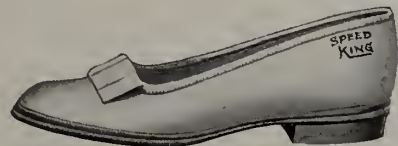
Toronto

There's a Lot of  
Summer Trade  
For You in the



|||  
**S**PEED KING  
Sporting and Vacation  
**SHOES**

Every season adds to their popularity and to the profitable summer business they secure for the dealer. The established "Speed King" trade and the same excellence of production maintained in our 1919 output will ensure a liberal share of this season's sales for you.



Any of the following wholesalers can supply you :

Amherst Boot & Shoe Co., Ltd.,  
Amherst Boot & Shoe Co., Ltd.,  
E. A. Dagg & Company,  
A. W. Ault & Company, Limited,  
White Shoe Company,  
McLaren & Dallas,  
The London Shoe Company, Limited,  
Kilgour, Rimer Company, Limited,  
The J. Leckie Company, Limited,  
James Robinson,  
Brown Rochette, Limited,  
T. Long & Brother,  
Dowers, Limited,

Amherst, N.S.  
Halifax, N.S.  
Calgary, Alta.  
Ottawa, Ont.  
Toronto, Ont.  
Toronto, Ont.  
London, Ont.  
Winnipeg, Man.  
Vancouver, B.C.  
Montreal, Que.  
Quebec, Que.  
Collingwood, Ont.  
Edmonton, Alta.

**Independent Rubber Co., Limited**  
Merritton - - Ontario



**FLEET FOOT**

## Means Brisk Sales in Dull Months

**FLEET FOOT** turns slow July and slower August into two very profitable months, and makes June a second Easter season for sales.

Because **FLEET FOOT** gives the shoe dealer a summer proposition that to-day is a national necessity.

We have made it so, first, by producing Summer Footwear that men, women and children delight to wear.

Next, by giving the dealer such a wide variety of styles, shapes and sizes that he can please every taste as well as fit every foot.

And then, we sell **FLEET FOOT** for him. That's exactly what we do—sell **FLEET FOOT** for the dealer, by means of our big advertising campaign, with our window displays, our store cards and the other dealer helps we send out.

Let **FLEET FOOT** turn a dull, slow summer into sixty days of good profits and new customers for you.

**FLEET FOOT** Stores are the busy stores—and dealers who carry the complete stocks get the business, and make the profits.

*Wire or phone the nearest branch for styles or sizes to complete your stock.*



**DOMINION RUBBER SYSTEM SERVICE BRANCHES** are located at

Halifax, St. John, Quebec, Montreal, Ottawa, Belleville, Toronto, Hamilton, Brantford, London, Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Edmonton, Calgary, Lethbridge, Vancouver and Victoria.

# Footwear in Canada

A Journal of its Findings, Making and Sale.  
Published Monthly for the Good of  
the Trade by

**HUGH C. MACLEAN, LIMITED**

HUGH C. MacLEAN, Winnipeg, President.  
THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO  
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade  
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers  
VANCOUVER - Tel. Seymour 2013 - Winch Building  
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building  
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.  
LONDON, ENG. - - - - - 16 Regent Street S.W.

Authorized by the Postmaster General for Canada, for transmission as second class matter.

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Single copies 15 cents

Vol. 9 June, 1919 6

### A Matter for Consideration

The biggest question to come before the convention of shoemen, scheduled to meet in Toronto on July 21-22, will be not so much whether they shall organize—that is easy—but on what plan they shall organize and, then, what steps they shall take to keep the organization alive and effective.

Most retailers have had experience with associations. They are comparatively easy to form and start going but exceedingly difficult to keep running. The difficulty, of course, is that someone has to do a lot of real work—thankless work sometimes. It is quite too often taken for granted that the honor of being made president or secretary or treasurer of an organization is so great as to justify the members in expecting these officers to neglect their own business in order that the work of the association may be carried forward. There are many examples of this very thing happening. Yet there is nothing more unreasonable than to ask any man to make such a sacrifice. However, such is the enthusiasm and public spirit of some of our shoe retailers that they have from time to time consented to accept office knowing well that it would entail hours and weeks of labor to carry on the work of that office successfully.

There are just so many hours in a day, and a

human being, however enthusiastic and capable, can only do so much. The inevitable result in the past has been, therefore, that any association depending for its existence on purely voluntary assistance has in the course of two or three years gradually fallen back into inactivity. There is no indication that the same thing would not happen today or any time in the future. Indeed these are times when competition is keener than ever and a retailer will need all his energies and all his time to attend properly to his own business.

Does not this bring us then to only one conclusion? If the Canadian shoe retailers decide to organize and if they want to keep this organization alive and derive the benefits that should certainly follow from such an organization, is it fair or reasonable to expect that any two or three men are going to sacrifice their time and money for the benefit of the whole trade?

Is there any other solution than the appointment of a secretary or manager, (call him what you like), who will give his whole time to the association—organize the shoe retailers in Canada from one end to the other—get them all interested, from the largest to the smallest—establish smooth working relationships between retailers, wholesalers and manufacturers—educate the retail trade in proper merchandising methods, stock-keeping, accounts, policies and so on? Isn't that what the trade needs? Doesn't it mean a full day's work every day, too?

This, as we see it, is the important task before the coming convention—to choose a man with organizing and executive ability who is free to give his whole time. There is much at stake and it follows that a good man would be required—and a good man means a good salary.

\* \* \*

### This Organization Pays

About a year ago the merchants of the town of Kingsville, Ont., got together to discuss organization. While trade during the summer was fairly good it was found that during the winter the town was a "dead one." And so the Kingsville Retail Merchants' Association came into being. No membership fees were charged and none will be, unless the scope of the organization is very much enlarged. The first procedure was to issue a four-page bulletin advertising special values for the first Saturday in each month. It had a circulation of 1,800 among residents of the town and nearby residents. Results were almost immediate. People who never thought of coming to town began to call as a result of inducements offered. Not long afterwards the association invited all visitors to the town to bring goods with them that they wanted to dispose of. An auctioneer was provided by the association and a general sale conducted in the town square. No commission was charged and everything from live stock to household furnishings fell under the hammer. It

The business-getting ideas, suggestions and helps printed in *Footwear in Canada* are practical. Some other retailer has tried them out and found them good. Do you read them and then forget about it, or do you try them out in your own store?

was a free service and an advertising feature and paid big dividends. As soon as the visitors sold their goods they immediately patronized the merchants. Now the monthly auction and special bargain day is a regular feature in Kingsville. The original four-page bulletin, however, has grown to twenty-eight pages. The merchants buy their advertising space at cost and so there is no unused money to take care of. Approaching now their first anniversary of organization it is a significant fact that the organization comprises almost every live merchant in the town.

\* \* \*

#### The Trend of Prices

A manufacturer of men's heavy work boots showed us, a few days ago, his new price list, effective the last week in May. A general advance of from 25 to 50 cents on all lines was noted, the next previous list having been issued at the end of March. Manufacturers who are using kid stock, however, are forced to make much larger advances. For instance, a maker of women's fine shoes says his lines will be revised upwards to the extent of from \$1.00 to \$1.25. These advances are caused by the greatly increased cost of leather and also to some extent by the labor situation. Many of the factories have adopted the shorter day with an increase in wages, which makes the rate of pay the same as formerly earned by the workmen under the longer day. This, of course, increases the cost of production.

A strong current of feeling is noted among the manufacturers that conditions during the last few months have not warranted the startling advances in the price of leather and that a wave of speculation is rampant that will eventually spell disaster. The European demand is, of course, underlying the whole situation. With the overseas countries famished for leather and shoes and the large Canadian and United States manufacturers actively going after this business, it is not difficult to see why domestic prices must be high, and probably higher, at least for some time to come.

At the present time there doesn't seem to be a single ray of sunshine breaking through the cloud. The outlook is very dark. The fall of this year is likely to see prices at a higher level than a few months ago was believed possible. Just when the break will come

is hard to say, but, in the meantime, it behooves every retailer to keep a watchful eye on the situation.

\* \* \*

#### Summer Comfort

Is your store going to be comfortable for your customers this summer? Is it going to be cool, restful and clean? Is it going to be a relief for them to get off the hot, dusty streets into your store to purchase their footwear?

In the winter time most stores are a refuge from the bitter cold of the streets; one overlooks to some extent poor ventilation and so on. In the summer, however, we are just a bit more fastidious, and when the heat is taking the starch out of our collars and the sand out of our make-up we like to shop in the store that is fresh and airy.

Two or three electric fans will go a long way toward making it easier for people to buy in your store. They cost only a few dollars and a mere trifle to operate. Keep the air circulating.

Also keep out the flies. A persistent fly is a real irritation. Swat them at every opportunity; put screens on rear windows and an electric fan directed



By increasing the customer's comfort you minimize the sales effort.

toward the front entrance will help to keep them out.

A few flowers, or plants, brighten up the store and add to attractiveness. They are not expensive and easy to care for.

A glass of ice-water available for the fatigued shopper is often a "life-saver." The Neill Shoe Store, in Peterboro, put a fountain in the store for their customers' convenience. That's service.

Make the customer comfortable; remove all physical irritation—surely that is going a long way toward making the sale.

A merchant lays in a \$5,000 stock of slow-moving goods and turns it once in the year at a profit of 10 per cent. He makes \$500. Another merchant lays in a \$1,000 stock of fast moving goods and turns it over five times in the year. He makes 50 per cent. on one-fifth the capital investment. Think it over.





Bird's Eye View of Victoria Park and the City of Kitchener

## First Canadian Shoe and Leather Exhibition

Will be Educational and Vacational—Successful Business Men Say: "Travel and Learn"  
 —Here is Your Opportunity—A Few Days Spent at Kitchener next July will  
 Broaden Your Outlook—Manufacturers will Welcome Visitors at  
 Their Plants as well as at the Style Show

**T**HE various committees who have in hand the final arrangements for the big Kitchener Shoe and Leather Exhibition, July 21 to 26, are working hard to ensure that the event will be the success that is anticipated for it. The Auditorium, where the Show will be held, is particularly well suited for the purpose, and is within a stone's throw of the centre of the main business section of the city. Display space has been apportioned so that there will be from thirty-five to forty booths on the main floor and it is hoped to fill these all with shoe manufacturers' exhibits, with the possible exception of the centre space, which may be devoted to some process

industry—one of the most progressive manufacturing cities in the Dominion. Shoemen who have been reading about this Style Show must not get it into their heads that Kitchener is the usual quiet little hamlet, a few years behind the times. On the contrary, it is the original busy 'little burg—right up to the minute and full of life. It is the county seat of Waterloo County, one of the richest agricultural counties in Ontario. The population exceeds 20,000 and is growing rapidly. It is well connected by rail—by Sarnia Tunnel or via London through the Detroit



Spaces in the Auditorium have all been arranged and the Committee are busy signing up the manufacturers—most of whom are enthusiastic.

in manufacturing. For the findings and accessories firms and any overflow of shoe manufacturers there will be booths fitted up in the balcony which runs around the entire building.

Some question has been raised by manufacturers regarding the fitting up of the booths. This will all be arranged by the Executive. Each display space will be provided with the necessary shelves and a table and suitably decorated. Manufacturers may, of course, add whatever decoration they may see fit. There need be no hesitation, either, in the matter of sending displays to the Auditorium, as a man will be on hand to look after all incoming shipments.

Kitchener is a great little place—truly a hive of



The Kitchener Auditorium, where the First Canadian Shoe and Leather Show will be held.



Mr. W. E. Wing, Sales Manager, Kaufman Rubber Company, Kitchener.



Mr. Alex. Inrig, of the Lady Belle Shoe Company. Vice-President of the Executive of the Style Show.



Mr. A. R. Kaufman of the Kaufman Rubber Company, Kitchener.

Tunnel to the United States and with the East through Grand Trunk main line to Toronto, Montreal and Halifax, as well as north and northwest. The Galt, Preston and Hespeler and the Lake Erie and Northern Electric Railways connect directly with Port Dover and boats for lake ports. These electric lines also give direct connection with the C. P. R. and its through trains from Chicago to Halifax.

It has always been a boast of Kitchener that a

tilated. Consideration for their employees enables the Kitchener manufacturers to secure the best of labor and in this way ensure that their products are of the best.

The factories are well scattered throughout the city. There is no real factory district, no tenement district, and no exclusive residential districts.

There are churches of nearly every denomination, schools and educational facilities. The Carnegie Library is a splendid building and is well patronized by the citizens. There are parks and playgrounds for almost every style of amusement—bowling greens, skating rinks, golf links, baseball parks, swimming pools, theatres and clubs.

#### Shoe and Leather Manufacturers

Kitchener shoe and leather manufacturers are generally well known throughout the Dominion. Most of them will have exhibits at the Style Show. The



The Western Shoe Company have a large building, attractively located.

large percentage of the citizens own their own homes. Visitors are impressed with the general cleanliness of the streets and tidy appearance of the houses and gardens. A city ordinance prevents the erection of cheap, flimsy dwellings. Consequently the homes are substantial and well-built.

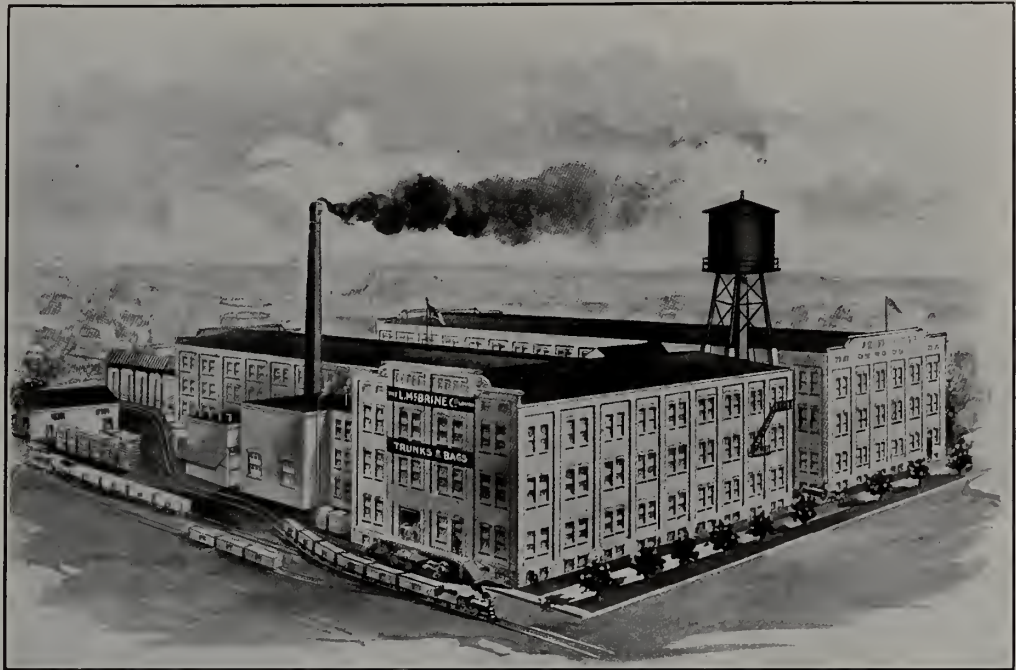
It is an ideal city for the workman, and this, naturally, has its effect on the manufactured product. The workmen occupy good homes; they have a personal interest in the city and its welfare and because of the diversity of industries suitable employment can be given to each member of the family. This all has a tendency to promote prosperity and contentment.

The factories themselves are well lighted and ven-



Plant of the Getty Shoe Company, of which Mr. E. C. Getty is head.

The McBrine Company make an extensive line of travelling goods.



Greb Shoe Company's factory is situated within a hundred yards of the Auditorium, where the Show will be held. This firm make only men's and boys' high class work boots and their samples at the Show are bound to make a strong appeal to the retail trade, especially to those who know that a workingman's boot must not only be of sturdy build but, in addition, must conform to the lines of the foot to ensure comfort to the wearer during his long hours of toil. Further, it must have a neat appearance—even the farmers demand this—it must withstand a great deal of hard, rough usage. These qualifications are em-

bodied in the Greb shoe. The company have about three thousand customers throughout the Dominion, many of whom will be glad to call at the Greb booth in the Auditorium. Mr. Erwin Greb is president.

The Breithaupt Leather Company, Limited, one of Kitchener's leading industries, was founded in 1857 by the late Louis Breithaupt. This firm believes in the policy of specializing in one line of leather and have accordingly centred their activities on sole leather. With the splendid facilities at their disposal at the different plants they enjoy the unique position of being able to supply the wants of the users of every



Mr. W. E. Woelfe, President Woelfe Shoe Company.



Mr. N. B. Detweiler, President Hydro City Shoe Manufacturers.



Mr. R. G. Kerr, Secy.-Treas. Woelfe Shoe Company, Member Entertainment Committee.

kind of sole leather—firm Hemlock stock or mellow, pliable Union or Oak. Mr. L. J. Breithaupt is at the head of the company, with L. O. Breithaupt a close second. Many suggestions and invitations have been made to this firm to move their head office to more important centers, but they are loyal to Kitchener.

The Ahrens Shoe Company was established twenty-seven years ago by C. A. Ahrens, Sr. Twenty-five years ago the present head of the firm, whose in-

in operation on February 15, 1916. Mr. Armbrust has been in the shoe business about twenty-one years and Mr. Inrig has spent all his life in the game. They employ about 65 hands.

The International Supply Company are importers,



Plant of C. A. Ahrens, Limited, Kitchener.



Mr. Erwin C. Greb, President Greb Shoe Co. and member of Entertainment Committee.

itials are also C. A., came into the business. A stock company was formed in 1909, when Mr. F. H. Ahrens was taken in. Mr. H. E. Wettlaufer is sales manager. The company make about 800 pairs a day of stylish shoes for men, women, misses, youths, boys, little gents and children.

The firm of Oscar Rumpel is also a very large and important industry in Kitchener. They make a gen-

jobbers and manufacturers' sales agents for shoe machinery, findings and factory supplies. They have been established in Kitchener for the past four years and have built up a very large business. Mr. H. N. Lincoln and Mr. H. O. McDowell are at the head of

Kitchener is centrally located in Western Ontario on the main line of the G. T. R.



eral line of felt shoes and slippers and turn out about 3,000 pairs a day.

The Woelfle Shoe Company was established in 1912 and is located in a very modern building. They have around 85 employees and manufacture a splendid line of women's fine McKays. Mr. W. E. Woelfle is president of the company and Mr. R. G. Kerr, secretary-treasurer.

The Lady Belle Shoe Company, of which Mr. A. A. Armbrust and Alex. Inrig, are at the head, manufacture women's fine McKays and pumps, turning out about 500 pairs a day. Their modern factory was commenced on November 1, 1915, and was ready and

the company, the latter gentleman being very active in connection with the arrangements for the coming Style Show. Mr. Lincoln is an expert on Puritan machines; knows shoemaking from the ground up and is always glad to advise shoemen on their problems.

Mr. Geo. Killer is head of the Western Shoe Company, Limited, who manufacture a general line of McKays, standard screw and pegged shoes.

Visitors to Kitchener will find Mr. S. J. Davies in charge of the United Shoe Machinery Company's branch. He was for some time connected with the head office in Montreal and went to Kitchener early in the year of 1918. Mr. Davies has had a wide ex-



Scene in Victoria Park, Kitchener. Parks and playgrounds are plentiful in the Hydro City.

perience in shoe machinery problems and his store and warehouse in Kitchener is one of the busiest.

The L. McBrine Company, Limited, manufacture a complete line of trunks, bags, valises. Their factory space is over 120,000 feet and there are about three acres under roof. They are equipped with the latest machinery and have every facility for serving shoe retailers who also handle travelling goods. Mr. Geo. S. Ahrens is general manager of the company.

The Hydro City Shoe Manufacturers, Limited, of

for the Style Show, Mr. Davison being on the Publicity Committee, and Mr. Charles on the Arrangement Committee.

The Merchants' Rubber Plant of the Canadian Consolidated Rubber Company, is also located in



The Eagle tannery of the Breithaupt Leather Company, Kitchener.



The warehouse of the International Supply Company is always busy.

which Mr. N. B. Detweiler is president, manufacture an unsurpassed staple line for general trade. They have a three-storey factory and a large output of men's, youths', boys', children's and infants' footwear. They also maintain an in-stock department.

The Canadian Consolidated Felt Company have one of the largest plants in Kitchener where they manufacture white canvas shoes and Kosey Korner slippers, heavy felt boots and shoes with felt or leather soles as well as commercial felt for every purpose. Messrs. Charles and Davison are at the head of this plant, and they are both enthusiastic workers

Kitchener. Merchants Brand rubbers are well known throughout the Dominion and visitors to Kitchener will find a visit to this plant very interesting.

The plant of the Kaufman Rubber Company is another feature of the industrial life of Kitchener. The makers of "Life Buoy" footwear occupy a most modern and up-to-date factory very centrally located. Mr. A. R. Kaufman is head of the company and Mr. W. E. Wing sales manager.

The Lang Tanning Company have just recently gone into the production of sole leather, and have a very large and up-to-date plant, where they produce a product of very high quality.

Mr. E. C. Getty is at the head of the Getty Shoe



Factory of the W. E. Woelfle Shoe Company, Limited, Kitchener, Ont.



Mr. H. O. McDowell, of the International Supply Company, Chairman Publicity Committee of the Style Show.



Mr. L. J. Breithaupt, President Breithaupt Leather Company.



Mr. S. J. Davies, manager Kitchener branch, United Shoe Machinery Co.



Mr. H. N. Lincoln, of the International Supply Company, Member of the Committee on Arrangements.



Mr. L. O. Breithaupt of the Breithaupt Leather Company, member of the Entertainment Committee.



Kitchener is noted for its fine residential districts.



Part of the plant of the Canadian Consolidated Felt Company. The building extends back for a considerable distance.



King Street, the main business Street in Kitchener

Company. This company is comparatively new but rapidly going ahead. They manufacture a good line of youths', misses', infants' and children's McKays and turns.

Visitors to Kitchener will be welcome at any of these plants. It will be an opportunity to see just how a shoe is made, how rubbers are formed or how a raw hide is tanned. In addition to being educational, the trip will also be vacational; the entertainment committee are not letting the grass grow under their feet and are getting together a splendid programme. Arrangements are being made also for motorists.



Office and Sales Department of the Kitchener Branch of the United Shoe Machinery Company in charge of Mr. S. J. Davies

Parking privileges are being secured so there need be no worry on the part of anyone who wishes to make the journey by motor. The map herewith shows the location of the Hydro City which is within easy distance of all western Ontario centres. The distance from Toronto is about 70 miles northwest.

This is going to be a show for manufacturers as well as retailers. The allied industries will be well represented and consequently the maker of shoes will be able to see on exhibit a great many of the materials that are used in his business. Neither will the repair men be neglected, for there will be exhibitions of shoe repair machinery and the various materials used in



One of the huge piles of hemlock bark on the property of the Lang Tanning Company. This one is a block long and there are several others like it.

shoe repairing. This will also be of value to retailers throughout the country who maintain their own repair departments.

On Wednesday, July 23, it is planned to run a special train from Toronto to Kitchener with a party of delegates to the Retailers' Convention which is being held on July 21-22.

Every retailer should take an occasional vacation; furthermore, he should travel, to broaden his outlook. This is the advice of our most successful business men. Here, then, is a combination that will be of value from all viewpoints. Every retailer should arrange his affairs so that he can spend a few days at the Kitchener Style Show.

Kitchener →



Make this your Resolution, July 21-26.

### "Why I Buy In the States"

**W**E were talking with a prominent Toronto retailer the other day and the topic drifted around to patriotism in buying. "I buy most of my regular stock in Canada," this retailer said, "because I believe in helping home industry. There is no use sending our money out of the country if we can help it. But on the other hand I also buy a great deal in the United States for the simple reason that I can secure what I need there much easier than I can in Canada. For instance, a woman comes in who requires an out-size shoe. I take her order because I can't fit her from stock. Now, even supposing I could get this shoe from some Toronto jobber or Canadian manufacturer, I would have to wait about four weeks before they would fill my order. The chances are, however, that they could not supply what I wanted at all. On the other hand I can send my order to Boston or some other centre across the line and have my shoes back inside of a week. That is why you will find so much Canadian business going to the States—the manufacturers there have facilities for handling this "in-stock" business quickly and satisfactorily. And as for price, I generally find I can get single pairs, or lots of two and three pairs, laid down here with duty paid within twenty-five or fifty cents of what the same article would cost if Canadian made.

"No," he went on, "I don't blame the Canadian manufacturers very much because they haven't got the field our neighbors have. I'm strong for buying at home wherever possible, but when you can get what you want on the other side and in quarter the time what is a retailer going to do? Follow the line of least resistance, that's all."

A resident of Northern Canada recently bought down to Toronto a couple of pairs of genuine Indian-made moccasin slippers. These are very scarce at the present time but the price paid for them was only \$3.00. They are made of smoke-tanned moose hide, very strong and well-made, with elaborate bead-work on the front.

## Mr. J. T. Lawson of Regina

It has been said that most really clever men are modest. Cleverness usually presages success in a business man, and success surely deserves recognition. Here is a photograph of Mr. John T. Lawson, boot and shoe merchant, of Regina, Sask. Mr. Lawson is



Mr. J. T. Lawson.

modest. He does not say very much about himself. However, he learned shoemaking with his father at the age of fourteen years, working on the bench for four years. After that he attended high school for two years and then went into the retail business. He has been selling shoes ever since and his knowledge of the trade is naturally very extensive.

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## Advance in Sole Leather Continues

### Stocks Down to Bare Floors--Production Sold Right up to the Minute.

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**C**OW hides continue to advance in price, and there is very little likelihood of lower prices for some time to come—especially on sole leather. The opening of the export markets in Great Britain and Europe means, of course, that Canadian tanners have been able to share in all this business that they could handle and, as a consequence, stocks are down to bare floors. One of the large sole leather tanners advises us that they have only a few thousand hides of finished sole leather on hand, and their production is sold right up to the minute. From what we can learn most firms are in the same shape. The following circular letter was recently sent by this tanner to shoe manufacturers:

"Since we sent you our last market letter, conditions in the hide and leather trade have been very active, the lifting of the various embargoes against the importation by the countries that have been at war, greatly stimulating the trade in hides and leather, until to-day finds us faced with values on both hides and leather without parallel in the history of the trade and with very little likelihood of any reductions for, at least, this year.

"Stocks of leather in Canada and the United States are on a very low basis; practically every sole leather tanner in Canada is sold down to bare floors, and his production, as it comes from his tannery, is rolled up and shipped out

as fast as received. Conditions with tanners of other classes of leather, such as calf-skins, upper leather and sheep-skins, are no different, they having all the business they can handle and, in some cases, they are experiencing considerable difficulty in obtaining raw material. In fact, tanners have been offered more business, both from Canada and abroad, than they could handle. As you are perhaps aware, leather may now be exported freely to Great Britain and to practically any country in Europe, the result being that we have been inundated with orders and enquiries, and have had to refuse business that we should have liked to have taken care of.

"In the United States, during the past two weeks, there has been a sharp advance in prices of both sole and upper leathers of all kinds, the increases being, in some cases, very considerable, and, as we said before, we cannot see any likelihood of any easement in values during this year and possibly next year; there is a tremendous shortage of hides and leather in Europe, and until the demand there is satisfied—which will take some time—we cannot possibly see how values can be lower.

"In conclusion, we feel it is of vital importance to the manufacturers that they advise the wholesale and retail trade of the present condition of the raw material market.

"Owing to the further advance in prices which has just recently taken place in hides and tanning materials, we regret to inform you that we are obliged to withdraw all quotations on leather."

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## Montreal Makers Withdraw Prices

Under date May 30 we are advised from Montreal that prices of shoes have further advanced, and some Montreal makers supplying the jobbing trade have withdrawn their lists. This is due to the increasing scarcity of raw material, and the sharp rise in hides, leather, and findings. The market is in a very unsettled condition, the outlook being for still higher values. "It is not a question of price just now," said the manufacturer, "but of getting materials and of being able to supply the goods."

The factories are full of orders—and reports are to hand that business has been turned down, owing partly to the impossibility of seeing how prices will go, and also to the difficulty of securing certain grades of leather. There is a further demand by Europe for Canadian footwear, and fresh orders have been received. The prospects in fact, are all very favorable to the factories being kept busy throughout this year.

British leather buyers have visited Montreal and have bought as much as possible of upper and sole leather. They were willing to place further orders, but the tanners were unable to promise delivery.

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## Toronto Repairers to Arrange Picnic

While nothing definite has been settled at the time we go to press, the Toronto Shoe Repairers' Association will likely hold their annual picnic to Niagara Falls some time during the latter part of this month. It has been suggested that the games be run off at some later date at the Toronto Island so as to avoid the necessity of having to transport the presents all the way to the Falls and back again.

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## Mr. Clarke Goes to Europe

Mr. Griffith B. Clarke, president of the A. R. Clarke & Company, patent leather manufacturers, Toronto, has left on a two months' business trip to Europe. Their production of patent leather during the year 1918 was over two million dollars and covered export business to all parts of the British Empire and the United States.





## Are You Master of Your Business?

Do You Know How to Figure Profits?—Do You Realize the Value of Rapid Turn-over?—Mr. F. W. Stewart, Managing Director Cluett-Peabody, Montreal, addressed Hamilton Merchants During Their "Retail Week" Recently and Gave Them Some Profitable Advice.

**B**Y the question, "Are you master of your business?" I mean, are you in touch with all the details of your business, or is it allowed to be its own master, doing the best it can from day to day and year to year?

Are you a modern merchant or are your business methods those of twenty-five or fifty years ago?

Is your buying done systematically, based on last year's sales and present stock on hand?

Is your store departmentalized, so that you know which classes of goods are making money for you and which are not?

Do you know from day to day, month to month and year to year, if you are losing or making money?

Do you know what your actual expenses are, and are they itemized so that you can control each one, and not allow them to be higher than they should be?

Are you sure that you are figuring your profits correctly, so as to avoid selling goods without profit?

Are you purchasing, in your opinion, the best goods made, so that your customers cannot purchase better goods for the same price in any other store?

Are you keeping your stocks down, in comparison with your volume of sales?

Have you the proper spirit in your store amongst your employees? Have they that confidence in you and your goods which they should have, to pass along to your customers when they come into the store?

Are you in good standing and on good terms with the firms from whom you purchase your goods?

There are many more questions which I could put to you, as retail merchants, but these, in my opinion, are the most vital to be considered.

Merchandising is a wonderful game, and by that I do not mean a flim-flam or crooked game, but a most interesting and honorable game, and the more you dig into it, and study its details, the more interesting it becomes.

Naturally when a man invests his money in a business, his desire is to build it up into a large, live and profitable concern.

To do this he must have knowledge of the methods which will create the maximum amount of sales, with the minimum expense, comparative with the amount of capital invested and the field he has to work upon.

In developing his business and to acquire the volume of sales aimed at, a merchant must first be sure of his location, that his windows and store equipment are right, and that he has the merchandise which will satisfy his most exacting customers.

Then he must plan his advertising thoughtfully, and expend his appropriation in such a way as will bring the best results.

For, as a wise merchant, he knows that advertising creates demand; demand creates increased sales; increased sales reduce overhead or fixed charges; reduc-

ed overhead charges mean lower cost of doing business; lower cost of doing business means better profits, or better values to the consumer.

The progressive merchant is always working for increased sales, being careful to avoid the sacrifice of profits.

Increased sales have everything to do with the cost of doing business

Without appreciable increase in expense, increased sales stand for success, and mean the selling of best merchandise at lowest prices, always keeping in mind, as I have mentioned, the guarding against the sacrificing of profits to create the increase in sales.

It is my intention to touch upon several of the principal phases of retail merchandising, as briefly as possible, in the time allowed to me.

### How to Figure Expenses

The first I will take up is figuring expenses.

When you figure expenses at the end of each week, month and year, be sure you have them all included in your total. Do not delude yourself by leaving any items out, so that your figures will not tell you the truth as to what they really are. Do not make your figures to suit your conscience, see that they tell the truth and show your actual position at each inventory.

To allow all items of expense being included in the total, and to keep you in constant touch with each expense item, they should be sub-divided and classified as follows, or along similar lines:

Personal; Depreciation; Bad Debts; Rent; Insurance; Light and Heat; Pay Roll; Interest; Delivery; Advertising; Transportation; General; Paper, twine, cleaning, etc.

If you own your own store, pay yourself a rental which would be fair, as compared with rentals paid in your vicinity. If you did not occupy the building yourself, you would receive rental for it, therefore you are entitled to pay yourself rental on the same basis. If your money was not invested in the building, you would have it where it would give you a return equal at least, to the rental your store is worth.

Do not overlook including your personal drawings in your expenses. The best way to control your drawings is to give yourself a fixed salary, and, if at the end of the year, conditions will warrant it, and the business will allow it, draw out a certain amount and invest it outside your business.

### Figuring Profits

I have found that one of the most grievous errors that many merchants make is in their methods of figuring profits. I believe that incorrect methods of figuring are the cause of more worries and anxieties,

and put more merchants out of business than any other phase of merchandising.

With very few exceptions, every man who starts in business for himself wishes to be successful. To be successful his business must be on a sound profit-making basis. No business is successful unless it is a money-maker. Volume is of no account if satisfactory results are not shown at the end of the year.

The error which I refer to as being so frequently made is figuring expenses on sales and profits on invoice price.

You must either use invoice price or volume of sales on which to figure both expenses and profits. You cannot use one set of figures for one and another set for the other.

If I ask a merchant to tell me his per cent. cost of doing business, his reply, under normal conditions, invariably is 25 per cent. Naturally when he makes that statement, he means that he has figured his expenses on his total sales, not on the purchase price of his merchandise.

When asked the average gross profit being made, in most cases the reply is 50 per cent.

When I ask, "That means if you buy an article for \$1.00 and sell it for \$1.50 you would be making a gross profit of 50 per cent.", the usual reply is "Certainly."

This is where the mistake is made. If you put 50 per cent. advance on an article costing \$1.00, the selling price is \$1.50. Now your expenses, we assume, are 25 per cent. That is 25 per cent. of \$1.50, your sale price, not \$1.00, your invoice price.

Always remember that your selling price is what makes up the total sales at the end of the year, the figures on which your expenses are based.

25 per cent. of \$1.50 is  $37\frac{1}{2}c$ , which is what it costs to sell that article, leaving a balance of  $12\frac{1}{2}c$ , net profit.

On the basis of figuring that 50 per cent. advance on invoice price, gives 50 per cent. gross profit, and expenses are 25 per cent. of sales, it would figure out that it cost only 25c to sell the article, and the net profit 25c.

Figuring expenses and profits on sales, would figure on a per cent. basis as follows: invoice price of article, \$1.00, add 50 per cent. or 50c; selling price is \$1.50. 50c is one-third of \$1.50, selling price, therefore the gross profit is  $33\frac{1}{3}$  per cent., not 50 per cent., and the net profit  $8\frac{1}{3}$  per cent., not 25 per cent., or  $12\frac{1}{2}c$ , not 25c.

A simple, short cut method to ascertain the gross profit being made on any article, is to deduct the invoice price from the selling price, and divide the selling price into the difference, adding two zeros to the latter, and a further two zeros to figure fraction of 1 per cent., as follows:

Selling price \$1.50.  
Invoice price 1.00.

150)500000	(33.33 = $33\frac{1}{3}\%$
450	Exp. 25%
-----	
500	Net prof. $8\frac{1}{3}\%$
450	
-----	
500	
450	
-----	
500	

If you buy an article for \$1.00 and sell it for \$4.00 you do not make 300 per cent. profit. You make 75

per cent. You purchase for \$1.00, sell for \$4.00, gross profit \$3.00. \$3.00 is 75 per cent. of \$4.00, your selling price. Remember you are basing your profits on sales, not invoice or purchase price.

To work this out as above:

Selling price \$4.00  
Invoice price 1.00

400)3 0000	75%
2 800	
-----	
2000	
2000	
-----	

If invoice price is used for figuring of both expenses and sales, the result would be the same, because



Remember, if you put fifty cents' advance on an article costing \$1.00, you are NOT making 50 per cent. Your gross profit is only  $33\frac{1}{3}$  per cent.

your expenses would figure higher than 25 per cent., for the reason that they would be based on a smaller total, the total of your purchases, not your total sales.

To prove it.

Your expenses are 25 per cent. of your sales. 25 per cent. of \$1.50 =  $37\frac{1}{2}c$ .  $37\frac{1}{2}c$  is  $37\frac{1}{2}$  per cent. of \$1.00, the invoice price. 50 per cent., or 50c, has been added to \$1.00. The difference between  $37\frac{1}{2}c$  and 50c is  $12\frac{1}{2}c$ , which is  $8\frac{1}{3}$  per cent. of \$1.50.

The point I wish to make clear is that two sets of figures for figuring expenses and profits must not be used. Either invoice or sales price must be used for both.

### Best to Figure on Sales

Sales price will be found the most desirable, as it is easier to total the sales for a month or a year than the invoice prices of all the articles sold during these periods.

Let me make it clear to you that 100 per cent. advance on invoice is only 50 per cent. gross profits on sales; 50 per cent. advance on invoice is  $33\frac{1}{3}$  per cent. gross profit on sales;  $33\frac{1}{3}$  per cent. advance on invoice is 25 per cent. gross profit on sales; 25 per cent. advance on invoice is 20 per cent. gross profit on sales.

Figure your profits on this basis and you will find it easier to pay your bills, and you will not be trying to figure out where your profits are, which you thought you were, but were not making.

If your purchases for a year are \$20,000, and you place an advance of 25 per cent. on invoice price, you would add \$5,000. We will assume your volume of sales is \$25,000. If you left your business for a year, and figured you would be satisfied to give all your profits to the man left in charge, on a basis of giving him 25 per cent. of sales, you would pay him \$6,250, not \$5,000, or \$1,250 more than you figure your gross profits would be, because you based your profits on invoice price, not sales.

I hope I have made it clear that profits and expenses cannot be figured on two different sets of figures.

If your expenses are 25 per cent. and you desire 10 per cent. net profit and wish to know the amount to

add to invoice price, to give you this result, deduct 35 per cent, (25 per cent., your expenses, and 10 per cent., your net profit) from 100 per cent. This leaves 65 per cent. Divide 65 into 35, adding to zeros to the latter, as follows:

100
35
-----
65)3500(54%
325
-----
250
240
-----
.10

This shows it would be necessary for you to add 54 per cent. to \$1.00, putting a price of \$1.54 on the article, to give you 35 per cent. gross profit.

To prove this:

The selling price is \$1.54  
 The invoice price is 1.00

Divide by selling price 154)	54 00(35%
	46 2
	-----
	7 80
	7 70
	-----
	10

You cannot make money unless you make profits. Figure them correctly. Be master of your profits.

**Departmentalizing Your Store**

A merchant cannot be master of his business unless he has it departmentalized. This is the only way to check up the different classes of merchandise and give you the information as to which, or if all, are showing the proper amount of sales against the stock carried.

If the business is a small one, the proprietor or a clerk can classify the sales slips each morning, entering the individual or total sales of each department, each day.

If the business is a large one, one girl or more in the office, can enter the sales. The cost of doing this will bring large returns.

When any department is not showing satisfactory sales during a period of a month or other period, find out the reason for it, and see that efforts are put on the article to place its sales where they should be.

Comparison of monthly sales of each department each year, gives you definite information as to which are or are not showing satisfactory increases.

When I know that a business is kept record of in this way, I know the merchant is master of his business. He is the man I wish to do business with.

Four years ago, a young man in one of our big cities, with small capital, conferred with me as to the advisability of opening a high-class store in the heart of the city, close to other large stores in the same line and where rentals were high.

He could secure a store in a good location, 17 ft. front and 60 ft. depth, for rent of \$5,000, per annum for a 5 year lease.

I knew there was an opening for such a store and that this young man had the ability to undertake it, but the question was, would his expenses eat him up before the business would be on a profit-making basis, on account of his small capital?

We figured that his sales for the first year would

have to be 35,000, with an average of 50 per cent. on invoice price, to meet his fixed charges or expenses, and we felt that that volume would be satisfactory for the first year.

Then he showed me an itemized memorandum of the complete list of goods which he intended to purchase, with invoice and selling prices, and then he produced an outline of plans for departmentalizing all the articles, similar to those I have mentioned.

This convinced me that the chances were in his favor of being successful. I knew he would be master of his business.

It was decided that he would open up if he could arrange his rental for the first year at \$3,000, with a rise of \$1,000 a year for four years, bringing the 5th year rental to \$7,000, averaging \$5,000 for 5 years.

His first year's sales totalled \$65,000; the second, \$85,000; the third, \$109,000; the fourth, \$135,000, and this year they will go over \$150,000.

I attribute his success very largely to the system which he adopted to keep in touch with every class of merchandise he carried, and certainly without it he could not have successfully built up the business he has to-day, having developed such a large volume of sales on a very small capital.

If you have not already done so, departmentalize your store. It is one of the fundamentals of helping you master your business.

**The Value of Turnover**

If you buy \$100 worth of merchandise and turn it into \$150.00 of cash in four weeks, you are making 50 per cent. advance on your purchase or invoice price, or 33 1/3 per cent. on your sales price or volume of sales. Your expenses are 25 per cent., your net profit 8 1/3 per cent. If you did the same with that \$100 every month in the year you would make 8 1/3 per cent. a month on your sales. Twelve times 8 1/3 per cent. on your sales figures, which would total \$1,800, would show a return on your investment of \$150.00, or 150 per cent.

This, of course, is extreme in the turnover of stock, but it shows the advantage of quick turn over. If the turnover is only once in two months, or six times a year, your investment return would be only \$75.00 or 75 per cent.; if once in three months, \$33.33, or



A stock that is turned only once a year may give you 8 1/3 Per Cent. Profit. A stock that is turned 12 times a year might give you 150 per cent. profit on your investment. This indicates the value of stock turn-over.

33 1/3 per cent.; if once in four months, \$25.00 or 25 per cent.; if once in six months, \$16.66, or 16 2/3 per cent., and if only once a year, \$8.33 or 8 1/3 per cent.

This is to demonstrate the value of turning over stock. The less money you have invested in merchandise the more many you will make. Your money is working for you all the time, whereas merchandise, which is on the shelves and not moving, is costing you money every month it remains in stock, not only from the point of view of the interest, say 7 per cent. on the money invested in the merchandise which is not moving, but the amount of money involved, which,

if in cash, can be utilized for making settlement for other purchases and taking best cash and prepayment discounts. If you purchase goods which do not prove to be really sellers and are found undesirable, sell them off at the best price you can get, and utilize the money to purchase goods which you can readily sell, and on which you can make a satisfactory profit.

The longer it takes to sell an article the less money you make on it. Each extra month that goods are carried, increases your fixed charges or overhead. If your overhead charges increase, your profits decrease.

The longer goods are going through a factory, the more it costs to make them. It is therefore for factory managements to so organize their business that their product is as short a time in process as possible.

This applies in like manner to retail merchandising, as it does to manufacturing.

Do not feel that you are a poor buyer if you occasionally purchase goods which do not sell. It does not mean that you are a poor buyer. If a buyer did not make errors from time to time in his purchases, he would not be a good buyer. He would be too cautious, and would be liable to pass over lines of goods which are liable to be big sellers. Buyers must take chances from time to time, if they are to be successful. At times the biggest chances are the biggest money makers.

#### Wanted to Buy too much Stock

A man entered the New York office of a collar manufacturer some years ago, informed the manager that he was opening a furnishing store and wished to purchase collars.

The manager questioned him as to his location, his financial position, etc., and asked him how many collars he wished to buy. He replied about 500 dozen. The manager told him he would sell him only 200 dozen, and for cash **only**. The man was very much offended and when the manager would not change the conditions, the man left, feeling quite indignant.

The next day he returned, and asked for an explanation as to the reason that he could not buy all the collars he wished, if he had the money to pay for them.

He was told that he did not need that quantity, that 200 dozen would give him all the assortment he required, therefore why invest or tie up \$500 (collars were then \$1.10 per dozen) when \$200.00 would cover his requirements? Why put \$500.00 into collars when he could purchase them every day if necessary, and could then use the balance, \$300.00, to purchase other goods.

He finally saw the advantages of buying on this basis and bought 200 dozen.

About a year afterwards he asked the manager: "How much do I owe your company?" "I don't think you owe us very much, your payments have been satisfactory."

He said: "I don't owe you a dollar. I have taken my discounts every month. How many dozen collars have I bought during the past year?"

"I couldn't say, off hand," the manager replied.

"Well, I bought over 5,000 dozen. Isn't that pretty good business?"

"I don't know until you tell me how many dozen you have in stock," was the reply.

"I have less than 200 dozen in stock."

"Yes, on that basis, it is excellent. Your collar business must have been very profitable." This merchant then told how he had worked every other line of

goods on the same basis. He invested so much in each line, and never allowed his stock to exceed these amounts. The result was he was turning over his stocks frequently and always had money in the bank to make his settlements every month, and take the best discounts.

He said that he figured that his collar sales paid his rent.

He opened up other stores and operated them on the same basis and as long as he did not depart from these methods, was always a money maker.

He was real master of his business.

#### Discount Sales

Do you ever stop to figure out what discount sales cost you? Do you figure you are getting your money back when you sell goods at invoice price?

You must not overlook the fact that expenses keep on just the same when you are running special sales or selling at discount, as when you are selling at a profit.

If you run sales 2 months in the year, say January and July, your expenses during these two months will unquestionably be higher than the average of the other 10 months.

You will spend more money on advertising, extra help, light, delivery paper, twine, etc.

If your volume of business is, say \$50,000, your average monthly sales would be \$5,000. But it is likely that during your two sales months they would amount to \$7,500 per month. This would take \$15,000 out of your year's sales and leave \$45,000 sold during 10



Did you ever stop to figure out what discount sales cost you? Don't overlook the fact that your overhead goes on just the same and that an article sold at invoice price is sold at a loss. Too many cut-price sales show you are not master of your business.

months at regular profit, or an average of \$4,500 per month for the 10 months.

We will assume that you are advertising at 20 per cent. off, or equivalent in cut prices. This would bring down your gross profits on the \$15,000 sold to 13 1/3 per cent., assuming that your regular gross profits are 33 1/3 per cent. of sales. Your expenses are 25 per cent., which means that you are making an actual loss on the 2 months' sales, of 11 2/3 per cent., or \$1,750.

With gross profits of 33 1/3 per cent. of sales, expenses 25 per cent. of sales, and net profits 8 1/3 per cent. of sales, it will be necessary for you to sell \$21,000 worth of goods to make up the loss during the sale's months.

With monthly sales of \$4,500 for ten months, it will require practically 4 1/2 months, or 20 weeks, with net profits at 8 1/3 per cent., to get square with yourself, or place you where you were before you started the special sales.

It means that you have been selling for 6 1/2 months and have come out flat, and have 5 1/2 months to sell at regular prices and make your showing for the year.

Do not lose sight of the fact that the goods sold

In making friends remember that a dog is about the only friend you can buy for money.

at reduced prices go into your volume of sales just the same as goods sold at regular prices. Your total sales for the 12 months is what you have based your expenses upon, so that all sales, whether made at a profit or a loss, must bear the same per cent. cost of doing business.

I hope the day is not far distant when all semi-annual sales will be done away with, and that goods sold during January and July, or whatever the sales months may be, will be sold at regular prices, the same as during the other months.

If there is merchandise on hand which is not moving and will not bring the regular price, do not wait for certain periods of the year to dispose of it. Put a price on it and sell it out, no matter what time of the year it may be.

Get these goods out and get your money in, and utilize it to buy merchandise which you can sell at a profit.

Too many cut price sales show that you are not master of your business.

Look upon your advertising as a pulling power to your business. See to it that it is constructive, not destructive; positive, not negative.

Realize the value of your name in connection with your advertising. Make it stand out clearly and boldly at the top of your copy. Make your name so prominent that men, in glancing through the papers will get it impressed upon their minds, so that when they decide to make purchases of any goods which you carry, your name will be the first to come up in their mind.

### Your Advertising

Many advertisers get up good copy which is typographically, well and attractively set up, but the pull to it is lost because the name of the firm is lost in the copy and is not distinctive. Make your name known in every household in your community.

It is not necessary to advertise goods at lower prices than your competitors to get business. The average consumer is willing to pay a fair price for the articles he or she buys. Men and women do not want to look cheap or feel cheap, they want to feel that their appearance is as right and as pleasing to the eye, as their friends whom they meet on the street, in their homes, or in society.

It is desirable to specialize on some article in each advertisement, not necessarily quoting a price which will not show you a profit.

It pays to spend the necessary time to put the right punch into your copy.

Of course one class of copy will not do for all stores; put the right appeal in to attract the class of people you are catering to.



Y'see we go down to Toronto and take in the Shoe Retailers' Convention July 21-22 and then we go up to the Kitchener Style Show for a couple of days.

Attractive illustrations are of considerable value in most advertisements.

Put as much of your own personality as possible into your copy and, above all, do not allow anything to get in that is not absolutely truthful and above giving the wrong impression regarding the merchandise you are advertising.

Make your copy so good that you will demonstrate that you are master of your advertising.

### Window Trim

The value of good windows, with attractive trims, cannot be over-estimated.

Change your trims frequently, and make them as specific as possible.

Unit trims generally will bring the best results.

General trims show the kind and class of goods you have on the inside, but they do not have the power to catch the eye and create the impression desired, that can be had from a window trimmed with two or three articles.

The value of your windows lies in attracting the passers-by on the street to make them buy when it was not their intention to do so, or to fix your win-



Master those window trims! The value of good displays cannot be over-estimated.

dow in their mind's eye so that they will see it and bring your name to their mind when intending to purchase.

Link your windows up with your advertising; one will strengthen the other, and they make a strong combination to bring business.

One of the best windows I have seen, which attracted a large percentage of the people passing, had one collar in it. Another had 800 dozen in it, all the same style. The one collar had as much pulling power as the 800 dozen.

Master your window trims.

Finally, see to it that the proper spirit permeates your store. Make it the kind of store that people will go out of their way to patronize.

By your life and business principles your employees will judge you. Inspire them with loyalty, and the right ideals, with frankness and truthfulness, and if this is done, all other things being well in hand, you must, and will, unquestionably succeed.

### Revival of Buttons Predicted

One of the large retailers in the United States predicts that the Fall of this year will see a revival of the demand for button boots. There may be something to this or, on the other hand, he may be mistaken. One argument against button boots is the difficulty of securing a neat fit around the top. It has been suggested that manufacturers leave off the top four or five buttons, enclosing them with the shoes in an envelope, and these could be put on by the retailer in the proper place.

**Letter to the Editor**

Editor Footwear in Canada: I have read with some interest your recent editorial suggesting that retailers might find it more to their advantage to plainly mark the prices on the shoes in their window displays. This, I think, is the right idea; if the passerby gets the idea that an unmarked shoe is too high in price for him he naturally passes on to some other store where he knows what the price will be. Now, I have a suggestion that may be worth something to manufacturers who advertise in the trade papers, or they may think it worth nothing at all. From my point of view, I believe they should give the price on special lines they are advertising. They illustrate a style, describe the pattern, leather, type of sole and heel but we are left to guess what the price might be. Consequently, we are in the same box as the passerby looking in the retailer's window. You might think well of passing this suggestion along to your advertisers.

Reader.

**Shoe Manufacturers' Capacities**

**Normal Production would be Greater than Demand if it were not for Export Business**

SOME figures have just been prepared showing the total capacity of shoe manufacturers in Canada and the United States and also the normal domestic demand. The estimates are said to be from reliable sources and approximately correct, the writer being Mr. J. M. Montgomery of the Richard Young Company of New York. Mr. Montgomery sums up the situation in Canada as follows:

The population numbers approximately . . . . 8,361,000  
 Less allowance for those who do not wear . . .  
 shoes . . . . . 361,000

In round numbers . . . . . 8,000,000

In normal times the consumption of shoes per capita, including men, women and children of all ages, is estimated at 3 to 4 pairs, averaging 28,000,000 pairs per annum. Now the daily capacity of Canadian shoe factories is estimated as follows:

British Columbia . . . . .	500
New Brunswick . . . . .	3,025
Nova Scotia . . . . .	2,000
Ontario . . . . .	39,170
Quebec and Montreal . . . . .	78,650
Newfoundland . . . . .	1,600
	<hr/>
	124,945

It will be seen from these figures, the writer points out, that our annual output, on a basis of 300 working days, would equal 37,483,500 pairs. As our demand is only 28,000,000 pairs it will be seen that our factories would only need to be run at 75 per cent. of capacity to supply requirements.

In the United States he estimates that the population wearing shoes is about 100,000,000 creating an average annual demand of 350,000,000 pairs. The total daily production of factories is 1,751,475 pairs per day. Now, assuming again a working-year of 300 days, it will be seen that the annual output will be 525,442,500, or 175,442,500 more pairs than are necessary for domestic consumption and that all factories running at 66 2/3 per cent. of their maximum capacity would be able to produce sufficient shoes. These estimates are con-

servative and allowance is made for the large volume of repairing done to old shoes.

In conclusion, he says, it is clearly evident, if the above figures are correct, that if large manufacturers run to full capacity, they must either secure export business or enroach upon their smaller competitors. Stocks in the hands of retailers may now be depleted and this may increase the demand for the present, and for some time to come, but the above figures are worthy of serious consideration.

**Winnipeg Clerks Demand \$30 a Week  
 Also Ask for 44 hour Week and Other Considerations**

THE Retail and Wholesale Clerks, Shippers and Warehousemen's Association of Winnipeg have drawn up a list of recommendations that they have placed before the merchants as a basis for future arrangements. Roughly these are as follows:

1. Forty-four hours shall constitute a week's work.
  2. One hour for lunch at noon each day.
  3. Employees shall receive full pay for holidays.
  4. No overtime except at stocktaking, and then the pay shall be at the rate of time and half.
  5. When reduction of staff becomes necessary, juniors shall be let out first.
  6. When the staff is reduced, employees shall be given a week's notice.
  7. Seniority shall govern cases of promotion.
  8. Women and girls shall not be required to do heavy work.
- No boys under sixteen shall be employed in any store governed by this agreement.
10. Employees shall be paid at the end of each week.
  11. Apprentices must be over sixteen years of age when entering, and shall serve four years.
  12. Only one apprentice shall be allowed to every five employees.
- Rates of pay: Male, \$30; female, \$20 per week.  
 Rates for apprentices: First year, \$15; second year, \$17; third year, \$20; fourth year, \$25.

The above rate shall be known as the minimum rate of pay.

**People Buying Better Laces**

"THE days of cheap shoe laces are past," said the representative of a Canadian shoe findings house. "The war caused the cessation of imports of cheap foreign laces, with the result that the public became educated to paying more money for goods produced on this side of the water. Manufacturers too improved their production, making laces which will stand very long wear. The retailers find there is a big demand for these first class goods, which in the end are better value than the old cheap lines. The demand is very good, and we can dispose of any quantities."

The Wescott-Whitmore Co., Syracuse, N.Y., have distributed their May bulletin of in-stock styles of smart footwear for women. This bulletin contains 16 pages and, in addition to high-cuts, shows a number of oxfords, pumps, bathing shoes, ballet slippers, boudoir slippers, spats and shoe ornaments. The company state that prices for fall will be approximately \$1.00 per pair more than present quotations.

# Canadian Shoemen to Form Dominion Association

Will Meet in Convention at Toronto, July 21-22—Indications Are that There Will Be a Large Attendance—Plans Being Considered for Visit to Kitchener Show

**T**HE important event for Canadian shoe retailers to keep in mind during the next few weeks is July 21-22, the dates of what is expected to be the biggest gathering of shoe retailers ever convened in Canada. Assurances of attendance and support have been received from a very large number of outside points. The various committees have been working hard, so that the program is practically complete.

It was a fine stroke of business when the prime movers in this convention event induced Mr. Warren T. Fegan, of the Big 88, to accept the provisional chairmanship and Mr. Ed. Cook, of the Owl Shoe Store, to act as secretary. No two men are held in greater respect than these officers, and it may safely be said that if the convention can't be made a success under their leadership, then it's simply an impossible task. The personnel of the Executive adds a further guarantee, comprising as it does some of the most widely-known men in the industry, as follows: James Jupp, Treasurer, C. L. Owens, R. V. Dunhill, J. C. Budreo, Geo. St. Leger, Jr., Walter Carr, H. C. Blachford, J. H. McLelland, M. Chisholm (Toronto); W. A. Smith, (Hamilton); Geo. G. Gales, (Montreal); C. F. Rannard (Winnipeg); Wm. Ashplant, (London); A. Sippel, (Kitchener); W. W. Burleigh, (St.

penses of a banquet in the King Edward Hotel on the evening of the second day. This matter is in the hands of the following committee: Geo. A. Blachford, of the Blachford Shoe Mfg. Co., Toronto, (Chairman); J. A. Connor, of the Dominion Rubber System; Hugh White, of the White Shoe Company, Toronto; H. W. Pearson, of Ames-Holden-McCready, Toronto; N. J. Collins, Blachford, Davies & Company, Toronto; E. Jacobi, of Philip Jacobi, Toronto, and W. A. Moore, of Beardmore & Company, Toronto.

The banquet, it is understood, will include only those who decide to become members of the Associa-



Mr. Warren T. Fegan, of the Big 88 Shoe Store, Toronto, Chairman of the Convention Committee.



Mr. Ed. Cook, of the Owl Shoe Store, Toronto, Secretary of the Convention Committee.

tion. Entertainment will also be provided for the wives and friends of the members.

The complete program follows, so far as it has been determined to date, though probably minor changes will be made:

## Monday

- 9-10 a.m.—Registration of Delegates.
- 10.00 a.m.—Call to order, Chairman W. T. Fegan.  
Address of Welcome—Mayor of Toronto.  
Replies—Geo. C. Gales, Montreal; John Afleck, Winnipeg.
- 10.30 a.m.—Business:—
  - (a) Organization of Association.
  - (b) Appointment of Committee on Constitution and By-laws.
  - (c) Appointment of Committee on Resolutions.
  - (d) Appointment of Committee on Nominations.
- 11.00 a.m.—Addresses:—
  - F. S. Scott, M.P., President Canadian Shoe Manufacturers' Association.
  - Hon. E. J. Davis, Tanners' Council.
  - R. E. Jamieson, Dom. Rubber System.
- 12.30 —Adjournment.
- 2.00 p.m.—Address and discussion—"Advertising."

Catharines); W. B. Johnston, (Vancouver); H. W. Rising, (St. John); J. B. Douglas, (Calgary); James Acton, W. Waller, Geo. C. Chambers, H. Smythe, A. Levy, A. L. Wilson, (Hamilton), and John Hessner (Kitchener).

The wholesale, manufacturing, and leather and findings trades have taken a keen interest in the convention and have shown in a most tangible way their desire to assist the retailers in their plan of organization. They have offered, and the offer was unanimously accepted by the Executive, to defray all ex-

- 2.30 p.m.—Address and discussion—"Shoe Store Accounting."  
 3.00 p.m.—Paper and discussion—"Fire Insurance."  
 3.30 p.m.—"Retail Problems"—Speakers to be provided.  
 4.00 p.m.—"Local Organization," Wm. A. Smith, Hamilton. Discussion.  
 4.30 p.m.—"Question Box," Capt. Howard C. Blachford.  
 The subjects "Standard Cartons," "Exchanges and Re-



Live retailers are getting on the wire with Ed. Cook, of the Owl Shoe Store, Toronto, who is secretary of the coming convention. There are some who say that Mr. Cook taught the old owl all the wisdom it knows. Anyway the wise old bird and Edward are fast friends.

- turns," "Rubber Selling" to be left for further consideration.  
 6.00 p.m.—Adjournment.  
 8.00 p.m.—Reception, King Edward Hotel. Orchestral music.

### Tuesday

4

- 9.00 a.m.—Business:—  
 (a) Report Committee on Constitution and By-laws.  
 (b) Report Committee on Resolutions.  
 (c) Report Committee on Nominations. Election of Officers. Place of Next Convention.  
 11.00 a.m.—Paper—"Grievances," H. L. Rising, St. John.  
 11.30 a.m.—Paper—"Early Closing."  
 12.00 —"The Help Problem," Jas. W. Jupp. Discussion.  
 12.30 —Adjournment.



Mr. J. W. Jupp, Treasurer, Convention Committee.

- 2.00 p.m.—Address—A. H. Geuting, Pres. R.S.D.N.A.  
 3.00 p.m.—Address—"World Shoe and Leather Conditions," Jos. Daoust, Esq., Montreal.  
 3.30-4 p.m.—Unfinished business.  
 4-6 p.m.—Drive. Automobile tour of city for visitors.  
 7.00 p.m.—Banquet.  
 8.00 p.m.—Theatre party for ladies.

Plans are being arranged for a visit on Wednesday to the Style Show in Kitchener. It is hoped the Convention members will be able to attend in a body and with this in view it is probable special transportation may be obtained.

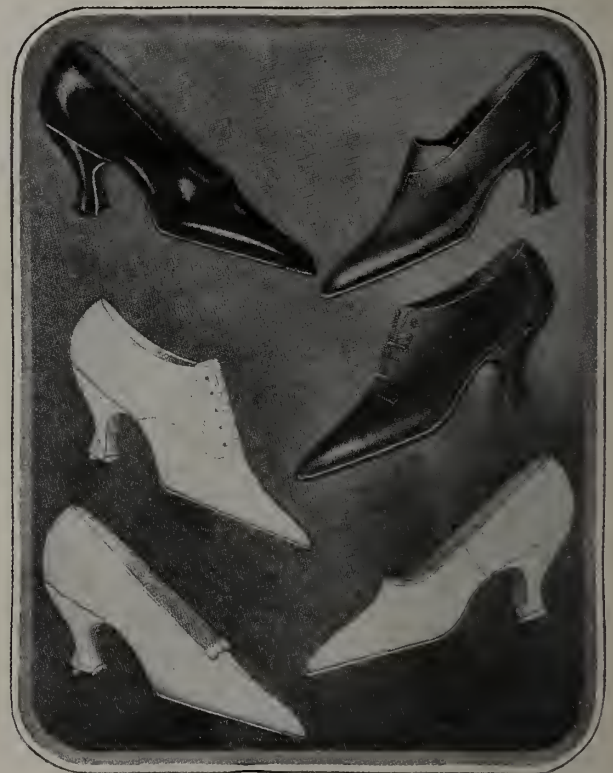
## Policy of Store is Reflected in Salespeople Sufficient Attention is Not Given to the Matter of Coaching Help—Make Them Feel They Are a Real Part of the Organization— Ability Should Be Recognized

By H. C. McLaughlin

COACHING salespeople is a subject to which I have given a great deal of thought—in fact, it is sort of a hobby with me. Years ago no one ever thought of coaching a salesperson, yet it was unconsciously done although it was not given serious study. When I graduated as a stock boy and became what I then thought was a full fledged salesman, one of my first errors was in adding a check. I made a mistake of one dollar, and the manager quietly informed me that I would have to pay it. He assured me it was for my own good, and right there he was coaching a salesman.

To my mind salesman are like artists and musicians, born not made. The inherent instincts of salesmanship must be there or all efforts will be in vain.

A highly important fact is that the policy of your store is reflected in your clerks. If you are honest,



Types of styles being shown in New York stores—upper left, hand-sewed dress pump of patent or kid. Underneath is a white Rheinskin Cloth Oxford and a white Rheinskin pump. Upper right corner, a pump of dark brown, black or patent kid and underneath, an oxford of dull black or patent and a dress pump of white kidskin.

fair in your dealings, whole souled and cheerful they will invariably take the cue and be likewise, or visa versa. I might add that every opportunity should be given them to serve the public in the best possible manner.

### Weekly Meetings

I believe I can handle my subject better by telling you some of the methods employed with excellent results by my own firm. There is a weekly meeting of



clerks conducted by the manager. There are discussions on different subjects, and the clerks are free to express their point of view as well as the manager, and believe me, it is an education for him as well as the clerk. Many good points are brought out, salespeople are encouraged to take notes during the week, and bring them up at these meetings. This creates a feeling that they are an important factor in the establishment, as they are, and brings harmony and a better feeling in the department. We keep them posted



There is a weekly meeting of clerks. The manager keeps them posted on labor and market conditions; explains the reason for advancing prices and so on.

on labor and market conditions, explain the reasons for the advancing prices so they in turn can intelligently impart this information to the customer who is entitled to know. We ask them to watch the windows, advise us on any mistakes in prices, etc., which might inadvertently creep in, and to read our ads in the newspapers, thereby becoming familiar with some of the smaller details.

**Recognition Accorded Extra Sales**

Urge your salespeople not to feel satisfied when they have sold one pair of shoes, but tell something the customer did not come in to buy. Many times he will be thankful for the suggestion of another pair for a different occasion, or the desirability of slippers, trees, polish or laces. I might add that we make it worth while when our salespeople sell two pairs to the same customer, and allow an additional per cent. on all findings. Clerks should at all times keep themselves thoroughly familiar with the entire stock. They should gather from a customer's conversation what is desired, and know immediately what to show, acquaint themselves with the anatomy of the foot, and know what style is adapted to that particular foot.

Never show more than two or three shoes at one time, otherwise customers will become confused, and twice the time consumed in making the sale. In addition, this will enable you to keep the stock away, save confusion in having the floor and seats littered with merchandise, and another clerk who has been showing the mate to the one you have does not lose time by having to hunt for it.

**Modern Methods in Fitting**

Teach them to measure the foot. We use measure sticks and straps, and provide a chart which explains the size required by the measurements. Also show them the difference between a welt and a turn. Many a shoe clerk does not know this important feature because he has never been told.

Another custom which has proved successful is to work in sections. By this I mean assign each clerk a number of seats, and hold him responsible for the customers occupying them. If he cannot wait on

A trade magazine is not printed for your entertainment, but rather for your benefit. If you don't try out some of the suggestions offered you are not profiting as you might.

them at once he can speak to them, and the chances are that they will wait patiently because some attention has been paid to them. Ask your clerks not to suggest sending a parcel, as the average customer seldom thinks of it unless it is suggested.

**Getting the Mother to Come Back**

The clerks in the juvenile department are urged to win their way to the mothers' hearts through the children. Attention paid to the child's little cunningness has often made a life time customer. Jolly the mother, make her feel that your whole attention is centred on that child, and the sale is not only made, but the customer will in all probability come to the same clerk for the next pair.

**Clerks are a Part of Organization**

Instill in them that loyalty to the customer and to their employer is an asset to both themselves and the firm.

We encourage our clerks to become a part of our organization, ask their opinion, get their co-operation, create a spirit of good fellowship, thereby making our store force as one big congenial family.

**The "Foster" Golf Shoe**

Made over the exclusive "Foster" Sport Shoe lasts, materials of White Buckskin, White Linen or Tan Russia Leather—also made in low cuts of these same materials.

F. E. FOSTER & COMPANY  
115 North Wabash Ave.  
CHICAGO, ILLINOIS

SERVICE BY MAIL

The Foster Golf Shoe

There is a distinctive Foster Shoe for all occasions

A sports shoe advertisement appearing in one of the leading women's magazines.

## New Mail Route to Western Canada

**T**RAVELLERS between Eastern and Western Canada are showing their appreciation of the high standard of railway service afforded by "The National," the splendid train which operates between Toronto and Winnipeg. "The National" uses the rails of the Grand Trunk to North Bay, the Temiskaming and Northern Ontario (Provincial Government line) to Cochrane, and the Canadian National Railways to Winnipeg, where it links up with the Grand Trunk Pacific for all important points in Western Canada. A pleasant run to Toronto by the Grand Trunk and "The National" is ready to carry you westward. The departure of "The National" from Toronto is at 9.15 p.m. on Tuesdays, Thursdays and Saturdays. North Bay is reached early next morning and there opens up for your admiration all the lakeland beauties of the territory served by the T. & N. O. Line, while the rich Cobalt and Porcupine districts may be inspected. These are followed by a wonderfully interesting trip through the sparsely populated territory of New Ontario, giving the traveler an opportunity of inspecting this fertile region, including the famed "clay belt," where tens of thousands of settlers will make their homes in the future. The area of new Ontario is 330,000 square miles, fully four times the size of old Ontario, and in addition to great expanses of good farming land, it has wonderful resources in timber, minerals, water power, fish and game.

The three railways have combined to make the through passenger service over this new route the equal of that offered anywhere on the continent. The smooth, straight and level roadbed embodies all that has been learned in three-quarters of a century of railroad building. The greatest travel comfort is assured. The use of the new route involves no extra fare, as compared with any other route available, between points in Eastern and Western Canada.

## Montreal Retailers Request Manufacturers to Discontinue Retail Selling

**T**HE retail selling of shoes by wholesalers was the principal subject before the Montreal shoe section of the Retail Merchants' Association of Canada at their meeting on May 8th. Mr. Aime de Montigny presided.

Mr. L. Adelstein, the secretary, stated that recently there had been a number of complaints on the question of retail selling by wholesalers. This was an old subject, and on a previous occasion good results had been secured by writing letters to manufacturers and wholesalers, asking for their co-operation with a view to discontinue the practise. It was decided to send out a similar letter.

Mr. H. Viau, secretary of the Shoe Manufacturers'

Association of Canada, wrote acknowledging the receipt of a letter passed at a previous meeting, welcoming the formation of the Shoe Manufacturers' Association, and promising to co-operate for the betterment of the boot and shoe business. The executive of the Association desired to reciprocate in this co-operative movement, and with this end in view it was suggested that a sub-committee of the retailers might be appointed to meet with a sub-committee of the manufacturers, to discuss problems of mutual interest. It was agreed to acknowledge this communication.

The subject of early closing also came up. It was explained that a committee of the Retailers' Association had met the Legislative Committee of the city council and submitted certain suggestions for amending the early closing by-law, particularly one for closing four nights in the week at seven o'clock. It was found, however, that the Retail Clerk's Union had put forward a suggestion for closing five nights at six o'clock, and under these circumstances the Legislative Committee had adjourned the consideration of the subject.

It was reported that members of the Association would be able to secure a discount of 15 per cent on their plate glass insurance for one year and 37½ per cent. on a three year contract. It appeared that for a short time the insurance companies had cut rates 50 per cent., but this was now over. The next meeting will be held on June 12th.

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## Cause and Effect of Over-Buying

### A Few Constructive Thoughts on an Important Subject

By Roy C. Kanouse

**C**AUSE and effect of overbuying can be discussed by most any shoe dealer except he be new at the game and inexperienced. I'll gamble there isn't a dealer who has not overbought at some time and, of course, knows the effect.

I have observed these chief reasons for overbuying, or rather I should say the main causes for overbuying.

Speculation—A spirit possessed by every red blooded man to take a chance whether it be oil wells, mining stock or shoes, buying on a rising market in order to protect himself on prices. It rarely ever happens on a declining market, then stock is bought in limited quantities as immediate needs demand.

Case lot buying—to save a few cents per pair over purchasing in smaller quantities.

Too much optimism and too few customers.

Absence of accurate record of previous season's purchases.

Tendency to buy too many shoes of some salesman you like in order to help him.

Tendency of some salesmen to overload a customer—especially a dealer that is new in the game.

Being forced to buy more shoes than really need-

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*A New Customer Enters Your Store Principally Because He Has Been Displeased at Some Other Store. Can You Afford to Give Him Anything But the Best Service You Know of?*

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ed in order to hold the agency and to prevent a competitor from obtaining it.

If a dealer doesn't know about what he can use he'd better get out of the game, and when a traveling salesman tells a dealer how many pairs he must buy my advice is to tell the salesman in plain English language where he gets off.

Loss of discounts in not being able to meet bills when due or payment of interest at the bank to save the discount.

Loss of credit with the manufacturer when bills are not paid promptly.

Sacrifice sales and cut prices to move overstock in order to pay for overstocking, and consequent loss of profit and some loss of sleep.

Accumulation of unsalable stock due to style changes.

Loss of trade in not being able to buy the new things—money tied up in overstock.

Loss of interest in the business, no pep, discouraged, ready to sell out. Not finding a buyer perhaps a failure, and the manufacturer who insisted on the dealer buying too many pairs takes his loss with the rest.

## Buy Staples as Carefully as the Finer Lines

They are the Backbone of Your Business—Some Retailers Do Not Give This Branch of Their Selling Sufficient Thought—Some Interesting Sidelights on the Leather Situation—There is no Going Back to the Lower Prices

By A Manufacturer

**W**E have passed through a period of fancy shoes, and this period did much to enable the merchant to get out of the old rut, to increase his prices and to make a fair profit under abnormal conditions. During this period shoes were sold almost exclusively on a basis of style, the better style shoe bringing the higher price regardless of cost. This is especially true of the particular styles that had call when money was plentiful.

Another and possibly a more beneficial result was the fact that it trained women to dress their feet as they had never done before and today a good looking shoe with silk stockings to match is an important item to well dressed women.

When we say good looking shoes we do not mean fancy shoes alone, and this is where so many of us fall down, both manufacturer and dealer running away with the idea of fancy shoes, quite often failing to give the proper attention to staple lines. Many merchants may think they have comparatively little staple business, and this may be true, but it is because they have failed to give their staple lines sufficient attention.

### Give as Much Thought to Your Staple as Your Fancy Shoes

In find in building samples unless a great deal of care is exercised we are inclined to write our fancy shoes first for they seem to stand out more prominently when in reality, on a basis of sales, the other should be the case. In conversation recently with a large retailer he said he believed more merchants were losing business on staples than on other lines, that he had always given his staple shoes special attention, that they were the big end of his business, and that often in special sales if he failed to buy staple shoes he found his stock in poor condition when the sale was over.

In other words it is like the French 75—it is the back-bone of your business. If I could leave with you one thought that I believe would do us both good it would be to select the style and last of your staple lines with the same care and attention that you give to your fancy shoes, and see that these stocks are kept up in good shape.

We are in an extreme leather market, especially in the finer leathers. Taking calf and kid as a basis we are in the highest leather market ever known, while

sole leather and side leathers show comparatively little change as compared with the others.

Recently I purchased 400 dozen kid stock at an advance of five cents a foot over our previous purchase. At that time I discussed the future of the kid situation with the tanner and he told me he felt that the kid market had reached the high-water mark but that owing to the fact that it would take months to get the raw stock into the country and tanned, prices would,

## Frank Brothers

Fifth Avenue Boot Shop

at Forty-Eighth Street

Tan Grain  
Leather Oxford



Do you know what size your new spring shoes should be?

We keep the size record of all our clientele and complete data of the foot requirements of each patron

Ribbed Wool Stockings, heather, brown and green 4.00.

Plain Wool, heather, brown and green with green and tan clox 5.00.

Chicago, Michigan Boulevard Building  
Corner Washington Street  
Pittsburgh, Jenkins Arcade  
New Haven, Taft Hotel  
Boston, Little Building, Boylston and Tremont Streets  
Washington, Woodward Building, opposite Shoreham Hotel

*Exhibit Shops:*

We have no agencies—Our shoes are sold in our own shops only.

Here is an advertisement that makes a strong appeal for the hosiery business. The combined cut of oxford and stocking is very suggestive.

even under the most favorable conditions, remain high. The following week I found that prices had been raised another six cents.

There are many elements to be taken into consideration in the shoe business that are different from most other lines. In the first place the shoe business



The succession of Mr. Collis Lovely as President of the Boot and Shoe Workers' Union was confirmed at the general convention in Chicago last month.

is built on a basis of the hide taken from an animal that requires one, two or three years to grow, and we cannot increase the supply of any kind of leather as we can our supply of grain, cotton, or any similar lines of raw material.

During the war there was a great demand for the very best leather that could be produced. This exhausted the supply of first quality skins, not only in this country but in the entire world, and left an inferior quality of raw stock to be handled, so today we see the greatest difference in prices ever known. The fine leathers are scarce and the heavier and coarser leathers plentiful. Now necessity has caused our tanners to give more care and attention to the tanning and finishing of side leathers, until today they are able to produce a leather that might easily be called camouflage kid or calf, and these leathers must also have your careful consideration for your next season's purchases.

#### Believes Women Will Want Better Grades

These different conditions bring us down to a few cold facts. In the first place, we realize that when the supply equals the demand for these different leathers there will be a decline in price. This is inevitable, but at the same time we must remember that we are never going back to the old days of cheap shoes. For years women have paid eight, ten, twelve, fifteen, twenty-five dollars and more for hats, not because of their intrinsic value but because of the style and the value of the hat to their appearance. Today the same thing is true of shoes, and so long as the proper care and attention is given to the development of good looking footwear just so long will we continue. Then, though there is a reduction in the price of leather, I firmly believe that as leather goes down the average

woman will prefer to buy a little finer shoe at the same price rather than take advantage of the fact that she might buy the same shoe at a little lower price.

So if you buy your shoes carefully you can handle any reductions that may come without loss; in fact, a good merchant will maintain his normal profit. First, determine your requirements carefully. Next, do not over buy in any class of shoes, even though you think they are going to be scarce. On the contrary, buy all your shoes conservatively and with great care, and most of all do not buy too many kinds of shoes, but see that your staple lines are well maintained.

## Making Sales to Returned Soldiers What Influence has the Army Shoe on Styles for Men?

By Mr. H. Stewart

**Q**UITE a number advanced the theory that the boys who had been wearing army clothes and shoes the past year, or years, would, upon donning civilian attire, welcome a radical change—styles distinctly civilian, and that they would call for rather extreme narrow shoes. And as the trend of style is toward the longer narrower styles—super-induced somewhat by the salesman's urgent advice for a longer and narrower fitting, it was the conclusion of the advocates of this side of the argument that the young men, at least, would call for the narrow English shape extensively.

This appears quite logical, but there is one important feature which we must not overlook—the very momentous matter of comfort. We are aware that the army lasts are broad of tread, roomy at the toe and snug at the heel, and the man who has become accustomed to this shape will find that comfort demands a sole as broad as the foot. Army experts state that men entering the service wearing a B width will demand a D after they have become "seasoned," the exercise tending to broaden the feet as well as all the physical being. During the past few weeks we have fitted quite a number of the boys who have been mustered from service and have found several instances where the expressed preference was for a rather narrow toe, but the style selected was a fuller toe because the foot demanded the room.

Then many of the older fellows—men who were not young enough to wear the khaki—have been wearing the army last; every retailer had sold army shoes to many of his customers, I am sure. And we know that the middle-aged man who has become accustomed to the broad toe is reluctant to change to a narrower shape. And it seems to me that while the medium narrow English last will continue to be the popular seller to your younger trade, the retailer who carries a good line of broad-tread styles, with a combination last for his low instep customers, will miss very few sales.



You get so much steam up at a convention that you can hardly hold yourself in. And "steam" is what is needed in business to-day. Ergo: Attend the Canadian Shoe Retailers' Convention, Toronto, July 21-22.

***For the Lack of Punch  
in the Pinch***

Who cares if he's stalwart and able and fit?  
Who cares if he's clever, a bit of a wit?  
When there's some one on "third" we want  
him to hit.

That's a cinch.

He may be a jolly companion at lunch,  
Or good at a bargain—but still I've a hunch  
It's back to the minors if he lacks the punch  
In the pinch.

\* \* \*

Who cares if he's been forty years in the  
game  
And knows all the ins and the outs of the  
same?

There are times when the business needs  
more than a name.

That's a cinch.

We want—not a man who can holler and  
bellow,  
And not a mere jokester, or jolly good fel-  
low—

We want to be sure that the yap won't be  
yellow

When it comes to the pinch.

\* \* \*

What odds does it make that he owns wads  
of money?

What odds that the man's disposition is  
sunny,

If he tries now and then to pull off some-  
thing "funny"?

It's a cinch

We want no four-flusher whose courage is  
cracked,

And many a guy on the job has been sacked  
'Cause when needed the most we found that  
he lacked

The punch in the pinch.

## Dr. Scholl Back For Foot Comfort Week

ONLY a short time now remains before the 1919 Dr. Scholl's Foot Comfort Week will be here, and preparations for this annual event are going on apace. Dr. Wm. M. Scholl, president of The Scholl Mfg. Co., has now returned to this country, having curtailed his visit to his London, England, factory in order to be here and personally direct this yearly educational and sales drive.

When the first of these annual weeks of intensive advertising was ventured upon a few years ago, it was something in the nature of an experiment. It is no longer experimental, however, as year after year has shown the direct benefit to the shoe retailer of these Dr. Scholl's Foot Comfort Weeks. Each year has seen a larger and larger number of the shoe merchants in this movement and co-operating with The Scholl Mfg. Co., and with each other in making it a real event of public importance. Each year has seen The Scholl Mfg. Co. outdoing all its previous efforts in the way of national advertising focussed upon this week.

Dr. Scholl's Foot Comfort Week will this year be the week from June 16th to June 21st, inclusive. Full page advertising of the event itself, and of the Dr. Scholl's appliances and remedies, will be found in the current number of "Footwear in Canada" and other widely circulated advertising mediums. Window displays of Dr. Scholl's goods will be in thousands of shoe stores, and thousands of dealers will run ads in their local papers, connecting their stores directly

with the national advertising. Slides will be shown in thousands of "movie" shows calling attention to the significance of the week and urging foot comfort upon the public.

From the preparations made by The Scholl Mfg. Co. to supply window material, plates of special ads for dealers, slides, imprinted booklets on foot care, etc., one can easily see what a widespread observance of the week they expect.

Even with the great supplies they have on hand of all these advertising helps, the indications now are that the demand will be so great as to jeopardize the chances of late comers being supplied in full.

## Baby Walk Pillow Welts

The Baby Walk Pillow Welt, the new infant shoe manufactured by the Globe Shoe Ltd., Terrebonne, P. Q., is meeting with marked favor, the orders in hand being very numerous. The Pillow Welt is built right into the shoe, thus making a permanent and lasting cushion. The goods are manufactured in white, canvas, nubuck, and in various coloured leathers. The factory of the Globe Shoe Ltd. is one of the best equipped in Canada, exceptionally well laid out, and very substantially built. Terrebonne is fortunately free from labor troubles; the help of the Globe Shoe Ltd. has all been trained by Mr. J. B. Hurteau, the managing director, thus showing that it is not necessary, in every instance, for factories to be located in big centres.

# FOOTWEAR FINDINGS

## Happenings in the Shoe and Leather Trade

E. J. Hanlon, formerly manager of the Hartt retail store in Montreal, is now representing the Regal Shoe Company in Eastern Canada, including the Maritime provinces.

M. A. Cafferky, sales manager for Rannard Shoe Limited, Vancouver, was married recently and presented with a cabinet of silverware by the firm.

Fennyson & Son have succeeded to the business of N. Dilman, of Alton, Ont.

J. W. Tucker has joined the selling staff of the J. A. Johnston Company of Brockville, Ont. He was formerly with A. W. Ault & Company, of Ottawa.

F. W. Watson, shoe repairer, of Elmira, Ont., has sold out to L. Miller.

J. A. Struthers, formerly with the Regina Trading Company, has gone on the selling staff of the Imperial Shoe Store.

James Halpenny, Northern Ontario representative for the J. A. Johnston Company, Brockville, died recently at North Bay.

F. L. Barber has been appointed manager of the shoe department of John Murphy Company, Montreal. He was formerly in charge of the shoe department of Spencers, Limited, Vancouver.

A. T. Tobin, of Calgary, is western representative for the Galt Shoe Company and also the Greb Shoe Company, of Kitchener.

N. O. Ramsden, Moncton, Ont., shoe retailer, died recently.

F. Mulligan, of Ottawa, Ont., will cover the Northern

Ontario territory for the J. A. Johnston Company, of Brockville, Ont.

C. A. Kenney is opening a shoe store in Parry Sound.

W. Vallas has opened a shoe repair shop at the corner of Columbia and Hastings Streets, Vancouver, B. C. He is a returned soldier.

John Smithers, shoe retailer, Westmount, Montreal, has been appointed Grand Regent of the Order of the Royal Arcanum.

J. E. Samson, Enr., shoe manufacturers, Montreal, have registered.

Joseph Mantell, 49 Rainsford Road, Toronto, has just celebrated his 109th birthday and still takes pleasure in working in his garden. He is a shoemaker by trade, born in Edmonton, England, in 1810. He came to Canada eighty-two years ago and walked from Quebec to Toronto. In after years he resided in London, Ont., and also in Tillsonburg. He is still active and in possession of all his faculties.

James Aird & Company, shoe manufacturers, (James Aird and Thomas Aird), Montreal, have registered.

Louis Adelstein, shoe retailer, Montreal, has registered under the name of "Louis the Shoeman."

S. Ruckenstein, of Montreal, has purchased the stock and trade of the Dominion Leather and Shoe Findings Company, 483 Lawrence boulevard, Montreal, and has given the management to Mr. S. Roodish.

La Compagnie de Chaussures Betournay, Normandin, Limitee, has been formed, with head office at Montreal and capital stock \$50,000. The firm will carry on a manufactur-



Wherever there is a White Shoe  
there is a customer for

**“BLANCO”**  
REGD. TRADE MARK

The WHITE CLEANER

*“It Keeps White Shoes White.”*

There are two sorts of customers—those that come back for more and those that don't!

Every “Blanco” sale you make  
means a satisfied customer.

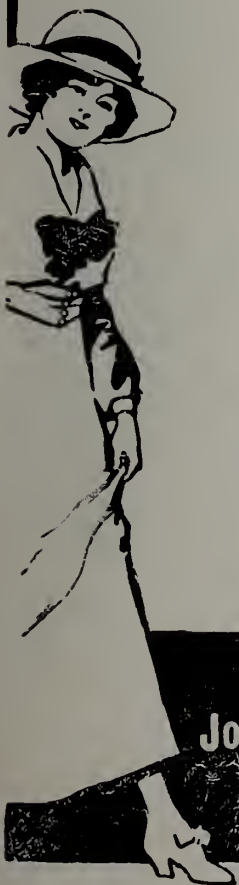
“Blanco” makes friends because it does its work well—because it is so easy to use—because it is so convenient—in fact, because it is in every way satisfactory.

It is worth while stocking a line that sells itself, sells quickly, and keeps on selling.

*Order your stock to-day.  
All jobbers have it.*

Sole Manufacturers:

**JOSEPH PICKERING & SONS, LTD.**  
SHEFFIELD, England.



ing business and the following are the incorporators: Joseph Normandin, Louis Scheuer and Jean Normandin, of Outremont, and Georges Henri Betournay and Eugene Sansfacon, of Montreal.

The Singer Shoe Company, Montreal, is now a limited company.

Waterbury & Rising, of St. John, N. B., have purchased the business of Rowan & Company, Fredericton, N. B. It is understood they have several offers and will not carry on the business under their own name.



Mr. A. W. Puncher, formerly with the Breithaupt Leather Company, is now "quality" man with the Lang Tanning Company, Kitchener. His training in the sole leather business is very thorough. For twelve years he was with C. S. Hyman & Co., London, and the last six years with the Breithaupt Co.

Retail merchants in Woodstock, Ont., are working for a Wednesday half-holiday during June, July, August and the first two weeks in September.

The Retail Merchants' Section of the Peterboro Board of Trade recently carried out a systematic membership campaign. Mr. Kidd, of the R. Neill Company, was at the head of eleven teams.

The death occurred recently of Henry B. Myers, shoe retailer of Barrie, Ont. He was born at Richmond Hill in 1861, his father being engaged in the shoe business in that town. Mr. Myer went to Barrie about 40 years ago and at the time of his death was on a visit to his brother-in-law, Dr. Walton-Ball, of Toronto. He is survived by his wife, mother, one brother, Dr. Albert Myers, of Jamestown, N. Y., and two sons and two daughters.

L. E. A. Cholette, sales manager for the province of Quebec for Gutta Percha and Rubber Ltd., died on May 13th, at his residence, Montreal, after a long illness, aged 65 years. He was at one time secretary of the Canadian Rubber Co., and for the last 12 years has been provincial sales manager for the Gutta Percha and Rubber, Ltd.

We regret to learn of the death, after an operation in Montreal, of Mrs. Hurteau, wife of Mr. J. B. Hurteau, managing director of the Globe Shoe, Ltd., Terrebonne, P. Q.

The Retail Merchants' Association, Kingston, Ont., have under consideration a proposal to have all stores operate on an eight-hour a day basis. That is, they would open at

8 a. m. in the morning and close at 5 p. m., with the exception of Saturdays.

The Kescot Manufacturing Company, makers of shoe ornaments, have taken larger premises at 84-86-88 Page St., Providence, R. I. A Boston office will be opened later.

W. H. Fewings, boot and shoe retailer, Port Stanley, Ont., has sold out.

Pierre Blouin, Reg'd, Nelson & Colomb Streets, Quebec, leather merchants, have opened an office at the Beardmore Bldg., Montreal, which is in charge of Mr. Green. The firm deal in glazed kid, side leathers and glove leathers, and are the representatives for the whole of Canada of the Standard Kid Co., Boston. The firm are carrying a complete line of goods in the Montreal office.

The Montreal Moccasin Company, Limited, have been incorporated, with capital stock of \$10,000 and head office at Montreal. Apparently their attention will be confined chiefly to novelty goods such as fancy moccasins, snowshoes and sports apparel.

The Reine Footwear Company, 611 Beaudry Street, Montreal, Que., contemplate erecting a shoe factory this summer.

The Scott-Chamberlain Company, London, Ont., have purchased additional land for an extension to their shoe factory on Bathurst Street.

The ratepayers of Tillsonburg, Ont., have passed a by-law authorizing funds up to \$25,000 for the erection of an addition to the factory of the Tillsonburg Shoe Company. About 150 new hands will be employed and the Board of Trade is arranging for housing accommodation.

Caravella & Bener, who carried on a boot and shoe retail and repairing business in London, Ont., have dissolved partnership.

Charles W. Regan, of Meehan & Regan, boots and shoes and wholesale leather, St. Thomas, Ont., died recently.

Hirsch & Company, shoemakers, Montreal, have registered.

Morris Weiner has retired from the North End Shoe Store, Halifax, N. S. The business will be carried on under the same style by Mr. Aronoff.

The Administrative Commissioners of Montreal have accepted the tender of Mr. P. Robitaille for the supply of boots to the police department, at \$5.75 a pair for officers, and \$5.50 for constables. This reverses a previous decision to allow \$6 to each man to purchase his own boots.

C. E. Green, who is in charge of the Montreal office of Pierre Blouin, Regd., leather dealers, Quebec, was formerly with the Newcastle Leather Co. and the firm of Fisk, Limited.

The Tetrault Shoe Manufacturing Co., Ltd., Montreal, have commissioned Mr. Marius Dufresne to prepare plans for a factory on Aird Avenue, Maisonneuve. This will make the third factory of the company, they having one on De Montigny Street, Montreal, and another on Aird Avenue, Maisonneuve, the latter having been acquired from the James Muir Co. The site of the new plant is 300 x 50. Work has been commenced on the foundations. A considerable addition has also been made to the De Montigny Street factory. Mr. Nap Tetrault has been very successful in securing large orders for France.

Fidele Blouin, manager for J. A. Scott, Quebec City, died on May 14th, after a long illness, age 50 years. Several months ago Mr. Blouin had his arm amputated, and following this blood poisoning set in. He was with the firm of J. A. Scott for 25 years, and before that was with the Anglo Canadian Leather Company. He was the brother of Mr. Pierre Blouin, leather merchant, of Quebec and Montreal.

W. E. Smith, shoemaker, who carried on business in



Meaford, Ont., for the last ten years, died recently at the age of 67 years.

M. L. Diamond, 125 Bank Street, Ottawa, recently took over the stock of the Foch Shoe Store, Hull, damaged by fire, and conducted a fire sale.

The stock of the Merit Boot Shop, 510 St. Catherine West, Montreal, was purchased at auction by Eaton's Shoe Market.

The town of Richmond, Que., have just passed a by-law closing all places of business on Monday, Wednesday, Thursday, and Friday of each week at 6 o'clock.

W. H. Leckic, of Vancouver, has been named as member of the executive of the British Columbia branch of the Canadian Manufacturers' Association.

Singer's Fit-Rite Shoe Company, Limited, Ottawa, have advertised a "going out of business" sale. Their main store is in Montreal.

Getty & Scott, Limited, Galt, Ont., have started operations in their new second factory on North Water Street.

The financial report of the United Shoe Machinery Corporations, (New Jersey and Maine) has just been distributed. It shows total assets of \$76,159,360; liabilities, \$49,560,374; net earnings for the year ending February 28, 1919, \$7,495,120 and surplus \$26,598,985.

Alfred Lambert, of Alfred Lambert, Incorporated, shoe jobbers and manufacturers, Montreal, has been appointed chairman of the Montreal Housing Commission.

The E. T. Shoe Company, St. Hyacinthe, Que., has been dissolved and the business registered under the name of W. Girouard.

Franz Liski, shoemaker, Earl Grey, Sask., has discontinued business.

Mr. Kimber has been appointed quality man at the plant of the Blachford Shoe Mfg. Company, Toronto. He was formerly superintendent of the Geo. A. Slater Company, Montreal.

J. & F. Cook have opened a shoe store in Truro, N.S. They also have the agency for Columbus rubbers.

J. Emile Lefebvre, city representative for James Robinson, Montreal, was married recently to Miss Gabrielle Bertrand.

The Tred Rite Shoe Company have purchased a site at Otterville, Ont., for the erection of a new factory to replace the one recently destroyed by fire. Mr. L. Williams is manager of the Company.

Mr. Waugh, shoe retailer, Hamilton, Ont., was in Toronto, recently, visiting the trade.

Mr. Wettlaufer, formerly of John Lennox & Company, Hamilton, is now covering Western Ontario for Geo. E. Boulter, Toronto.

Mr. Arnold, of Geo. E. Boulter, Toronto, has returned from a business trip to Montreal and Quebec.

Mrs. John Holden recently opened a shoe store, with repairing department, at 1863 Yonge Street near Balloil Street, and will carry a good staple line of goods. Her husband, Mr. J. Holden, recently returned from overseas after 3½ years' service.

A. Johnson, Eagle Place, Brantford, has opened an up-to-date retail shoe department in connection with his repair business.

An addition to Hamilton's repair shops is the Liberty Shoe Repair. It is a very modern store at 92 John Street South, under the management of Frank Sisman, from the T. Sisman Shoe Company, Aurora, Ont.

The executive offices of the Miner Rubber Company,

Limited, have been removed from 72 St. Peter Street to 1005 McGill Building, Montreal. These offices are very extensive and exceptionally well equipped, the removal being made imperative by increasing business. The Montreal branch will continue at 72 St. Peter Street.

S. Freshman, late of Rickard's Shoe Store, Hamilton, is now in business at 573 Barton St. East, Hamilton.

G. C. Simpson has been appointed local manager of the Toronto branch of the Miner Rubber Co., Ltd., in succession to Mr. Yearsley, who has resigned to go into the retail shoe business. Mr. Simpson was formerly manager of the Montreal branch.



Mr. C. P. Slater, of Geo. A. Slater Ltd., Maisonneuve, has been appointed a member of the committee of the Montreal branch of the Canadian Manufacturers' Association. Mr. Slater is now on a visit to England.

Harry E. Thompson, manufacturers' agent, 10 Victoria St., Montreal, is now the exclusive representative in Canada for the Creedon Exporting Co., Boston, whose lines consist of misses', child's and infants', and boys', youths', and little gents' McKays.

T. Robinson, who recently resigned from the Eagle Shoe Co., Montreal, has been appointed superintendent of No. 1 factory of the Tetrault Shoe Manufacturing Co., Ltd., Montreal, Mr. W. E. Mathews to be general superintendent of the company.

# For Stitchdowns, McKays and Turns In Children's Footwear

see the

## ECLIPSE

### Line



Made to give comfort to young growing feet, to yield long wear, to retain its shape and by reason of more simple construction to make lower prices possible. The ECLIPSE line ranges from infants' size 1 to growing girls' size 6, and

offers an excellent combination of smartness and quality. If our traveller does not call, write us.

## The Galt Shoe Manufacturing Company, Limited

Galt - Ontario



Develop your trade by pushing our attractive lines of men's, women's, youths' and boys' Welts and medium McKays.

Also our felt and rubber soled shoes.

If you are not acquainted with these lines which are attractive in quality and price - you will do well to investigate.

For Jobbers  
Only

# LUDGER DUCHAINE

593 St. Valier St.

- -

Quebec

# FOOTWEAR SPECIALTIES

SPIRAL PUTTEES—Wool Knit Fabric.



Price \$35.00 per doz.;  
\$3.00 per pr.

Order Now for Early Delivery

SIESTA FELT SLIPPER—Style 917.



Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's  
\$18.00 per doz.; size 6-12. Misses' \$15.00  
per doz.; sizes 11-2. Child's \$13.75 per  
doz.; sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz.  
Women's 6 and 9 button. Men's 5, 6, 7,  
8, 10 buttons. White, Gray, Chamois,  
Fawn, Taupe.

Send for prices and samples on our full lines of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND OOZE MATERIAL. Also Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggins, etc.

Watch for our salesman, Mr. A. L. Kenney, who expects to call on the trade between Montreal and Toronto at about this time.

## The Wiley-Bickford-Sweet Company

HARTFORD, Conn.

(Address either Office)

WORCESTER, Mass.

# There's No Uncertainty About

# YAMASKA

## IT'S ALL LEATHER



THE  
MAN'S SHOE

The genuine material seasoned to wear and shaped to fit. No haphazard methods are permitted in the production of YAMASKA. We find it is the best policy to stick to thoroughness in every particular.

You will recognize this adherence to quality, in YAMASKA shoes. Your customers, from the big-footed man down to the little chap will obtain the fullest value from their wear—a factor in creating more sales.

Give YAMASKA the chance to create more sales for you.

La Compagnie

# J. A. & M. COTE

St. Hyacinthe, Quebec

## ALPHABETICAL LIST OF ADVERTISERS

Aird & Son . . . . .	18	Franklin Machine Co. . . . .	62	Oscar Onken Company . . . . .	69
Ames-Holden-McCready . . . . .	19	Freeman, Louis G. . . . .	20	Panther Rubber Company . . . . .	Cover
Armstrong, W. D. . . . .	62	Friedman, S. J. . . . .	64	Perfection Counter Co. . . . .	70
Beckwith Box Toe Company . . . . .	22	Gagnon, Lachapelle & Hebert . . . . .	61	Perkins & McNeely . . . . .	64
Bennett Limited . . . . .	5	Galt Shoe Company . . . . .	54	Perth Shoe Company . . . . .	12
Boston Blacking Company . . . . .	16	Globe Shoe Company . . . . .	62	Pickering, Jos. . . . .	51
Borne, Lucien . . . . .	65	Goodyear Tire & Rubber Co. . . . .	57	Plant, Thos. G. . . . .	13
Boot and Shoe Union . . . . .	68	Henwood & Nowak . . . . .	20	Regal Shoe Company . . . . .	1
Breithaupt Leather Co. . . . .	17	Hinde & Dauch Paper Company . . . . .	69	Ritchie, John . . . . .	7
Brodie & Harvie . . . . .	70	Home Shoe Company . . . . .	70	Robinson, James . . . . .	14-15
Canadian Consolidated Rubber Co. . . . .	3-26	Hydro City Shoe Manufacturers . . . . .	71	Samson Enr., J. E. . . . .	65
Champion Shoe Machinery Company . . . . .	63	Independent Rubber Company . . . . .	25	Scholl Mfg. Company . . . . .	8-9
Children's Shoe Mfg. Co. . . . .	16	International Supply Co. . . . .	6	Scott, J. A. . . . .	
Clapp, Edwin . . . . .		Kelly, Thomas A. . . . .	66	Spaulding & Sons, J. . . . .	23
Clarke and Co., A. R. . . . .	76	Kenworthy Bros. . . . .	75	Standard Kid Mfg. Company . . . . .	4
Clark Bros. . . . .		Kitchener Style Show . . . . .	10	Sisman Shoe Company . . . . .	
Cleland, Regd., James . . . . .	64	Landis Machine Company . . . . .	66	St. Hyacinthe Soft Sole Company . . . . .	64
Cote, J. A. & M. . . . .	55	Lamontagne Racine & Co. . . . .	66	Taylor-Forbes Co. . . . .	67
Daoust-Lalonde & Company . . . . .	11	La Duchesse Shoe Company . . . . .	70	Tetrault Shoe Company . . . . .	14
Duchaine, Ludger . . . . .	54	Lagace & Lepinay . . . . .	64	Textile Mfg. Company . . . . .	67
Duchaine & Perkins . . . . .	71	Marsh Company, Wm. A. . . . .	21	Thompson Shoe Company . . . . .	22
Duclos & Payan . . . . .	58	Mooney Company, A. G. . . . .	61	Toronto Heel Company . . . . .	69
Dunlop Tire & Rubber Goods Co. . . . .	59	Narrow Fabric Company . . . . .	62	United Shoe Machinery Co., Ltd. . . . .	72-74
Eastern Shoe Mfg. Company . . . . .	69	National Cash Register Company . . . . .	73	United States Hotel, Boston . . . . .	65
Edwards & Edwards . . . . .	67	New Castle Leather Company . . . . .	58	Wiley, Bickford & Sweet . . . . .	55
Eureka Shoe Company . . . . .	60			Whittemore Bros. . . . .	67
Evans' Son Company, L. B. . . . .	69				
Flynn Leather Co., C. G. . . . .					
Fortuna Machine Company . . . . .	58				
Frank & Bryce . . . . .	60				

## GREATER BUYING POWER

That is what the trade paper represents to the man who is a regular and careful reader of it.

In its editorial columns he finds useful ideas that help him in his business—helps and hints that smooth out many of the rough spots—plans the other fellow has tried and found successful.

The advertising pages are also a source of valuable information. Here he learns what the manufacturer has to offer—how those goods are made—the materials that enter into their manufacture when salesmen are on the road—special opportunities, etc.

He keeps thoroughly posted on the market, because the trade paper is in close touch with the situation and gives him accurate knowledge of conditions—when and what to buy.

Read your trade paper thoroughly each issue and make a reference file of it. You will often have occasion to refer to it.



# Neolin Soles

## The Public Has Given its Approval

The public's wishes must be considered if you are to have satisfactory sales. You should study your customers. Find out what class of shoe they want. Then stock these lines—and your sales will grow.

The public has signified to the tune of many millions of pairs, that it believes shoes built on Neolin Soles to be better value.

The public wants shoes with Neolin Soles.

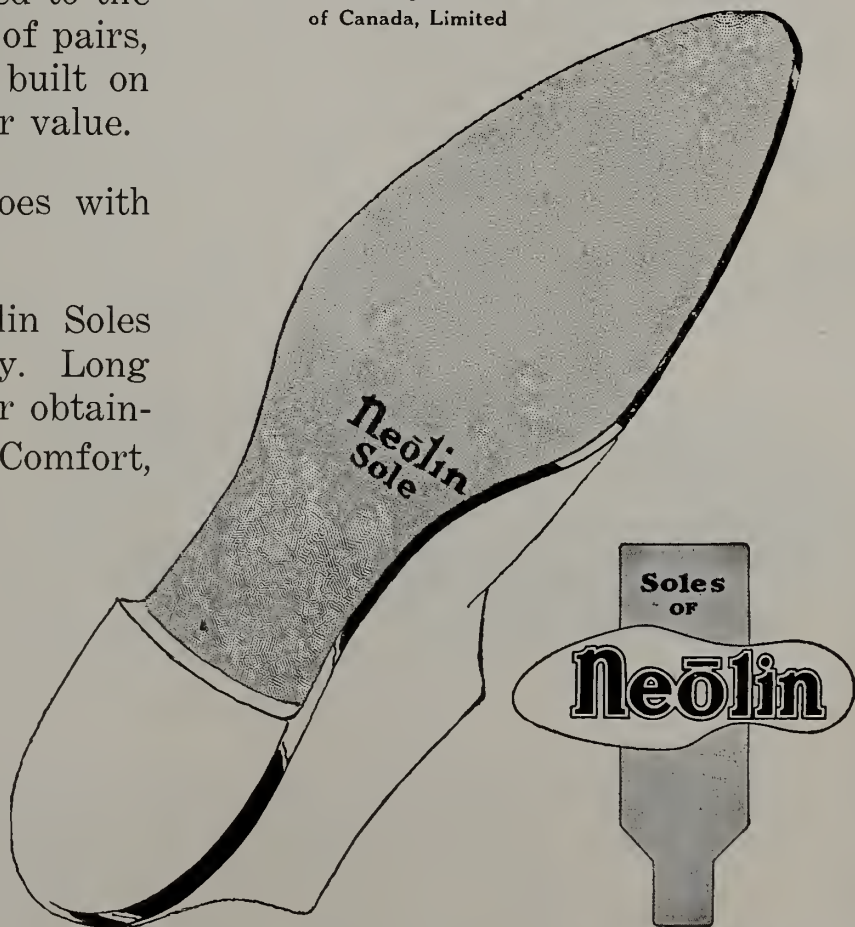
Why? Because Neolin Soles have every good quality. Long wear—the **longest** wear obtainable from any soling. Comfort, even on fashionable lasts. Waterproofness and good looks.

It is for you to say whether your customers get the shoes they want--the ones which will give them the most value.

Many shoe manufacturers are building better shoes now on Neolin Soles.

Specify Neolin Soles on your next order and make sure of Neolin's value by seeing that the word "Neolin" is stamped on every pair.

The Goodyear Tire and Rubber Co.  
of Canada, Limited



The Sign of Better  
Value

# Jobbers Should Note!

## New Castle

### Quality Kid

Supplies either glazed or natural surface, black or colored, this famous product is always reliable and uniform in quality.

Quantities shipped promptly. Samples supplied.

Canadian Agents for  
**FRED RUEPING LEATHER CO.**  
Calf and Side Leathers, Ooze Splits and  
Barrett & Co. Skivers.

## New Castle Leather Co.

NEW YORK

Canadian Branch:—335 Craig St. W., Montreal  
Factory:—Wilmington, Del., U.S. A.

# Fortuna

## Skiving Machine



For Manufacturers who Skive Leather, Felt,  
Cork, Rubber or Paper

Used extensively by Manufacturers of  
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE  
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

**Fortuna Machine Co.**  
127 Duane Street - NEW YORK

# D. & P. Counters are Built for Satisfaction and Service



D. & P. Counters are the result of selected fibre compressed by the special D. & P. process. They are Canadian made, and you will find them worthy of this mark of distinction. May we send you samples?

We can also meet your needs for upper and sole leather of exceedingly good quality.

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Ontario Selling Agent

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Selling Agents for  
Quebec City

Tannery and Factory: ST. HYACINTHE, P.Q.

Sales Offices and Warehouses: 224 Lemoine Street, MONTREAL

**Acme**  
"The Sole of Perfection"

  
**DUNLOP**

**SUNSHINE OR RAIN**

# Your Shoes Are What You Make Them

Have you ever wondered why your shoes are returned ripped? Don't blame your operator; look for poor thread. A ship builder would not use wooden rivets to hold an ocean liner together. Then why do you shoe manufacturers pay little thought to the most important finding - thread - to hold your shoes together. The British, Canadian, and American Govern-

## BARBOUR'S LINEN THREADS

for Goodyear Welt  
Lockstitch

McKays

Turns

ments were supplied linen threads from our factories, because these Governments knew that shoes sewn with linen threads would stand the strain in France.

## FINLAYSON'S LINEN THREADS

for  
Goodyear Welt  
Lockstitch

KNOX'S LINEN THREADS for McKays and Turns

# Frank & Bryce, Limited

Toronto

MONTREAL

Quebec

# "EUREKA"

## To the Jobbing Trade only



No. 828 Black Kid  
No. 827 Brown Kid

You will find our new women's 8" Black and Brown Kid bals. trade producers.

Write our Sales department  
**Am-Bri-Can Distributors**  
64-68 Adelaide St. E., Toronto  
for up to the minute prices on  
our lines

# EUREKA SHOE CO., LIMITED

THREE RIVERS, QUE.



— Thousands — In Bulk —  
 — of — for —  
 — Gross — Manufacturers —

# SHOE LACES

(MERCERIZED)

ARTMON  
SHOE  
THREADS  
Give  
Satisfaction

Black - White - Popular Colors  
 Order from Quebec - Montreal - Toronto  
 Shipped to you in an hour's notice  
 Get yours now——they may be scarce

## The A. G. Mooney Company

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Ed. R. LEWIS  
45 Front St. East

220 Lemoine Street, MONTREAL

Quebec  
J. P. PARENT  
St. Valier St.

# Fall Styles for the Jobbing Trade

*Selling  
to  
Jobbers  
Only*

Quick and satisfactory selling is always the result of a good stock of our excellent line of leather shoes for Women, Misses, Children and Infants.

Quality and exceedingly good workmanship predominates. Write us regarding your needs.


## Gagnon, Lachapelle & Hebert

Shoe Manufacturers

55 Kent Street - - Montreal

**There's money for you  
in this new lace**

Nufashond quality—the best that can be made.  
And the margin of profit is surprisingly liberal.  
Ask your jobbers  
Or write us for samples  
The Narrow Fabric Co., Reading, Pa.



**SHOE-STAMP-SPECIALIST**

**W.D. ARMSTRONG**

ENGRAVER OF FINE STEEL STAMPS & DIES  
230 CRAIG ST. WEST, MONTREAL, PHONE 675  
QUE. MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN  
& ADD AN ARTISTIC FINISH TO YOUR SHOES  
WHICH WILL INCREASE YOUR SALES.

ORIGINAL DESIGNS SUBMITTED


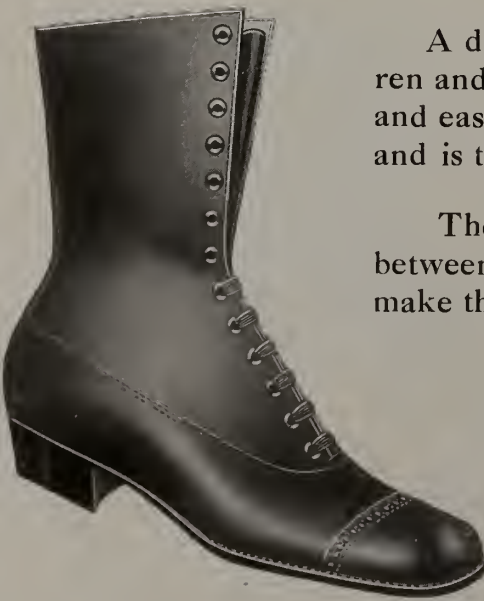
**The Best and Most Durable  
Shoe Laces Are Made  
With Our  
Power Shoe Lace  
Tipping Machines**

**Textile and Special Machinery  
Harris-Corliss Steam Engines**

*Send for Catalogue*

**The Franklin Machine Company**  
Engineers Founders Machinists  
189 Charles Street, Providence, R.I.

**Have You Heard About  
The Globe Pillow Welt?**

A distinctive feature in our footwear for Misses, Girls, Children and Infants. It is designed with special regard to comfort and ease for growing feet. The Welt is sewn right into the shoe and is the Genuine Goodyear.

The soft cushion insole, and the waterproof cork filling between the inner and outer soles are two features that help to make these shoes the most popular on the market.

**GLOBE SHOE LIMITED**  
Factory TERREBONNE, QUE.

Selling Agents  
**L. H. PACKARD & CO., LIMITED**  
MONTREAL, P.Q.

# A Shoe Merchant

With a

# Champion Shoe Repair

## Department, said



Every customer for a new pair is a prospect for the repair department.

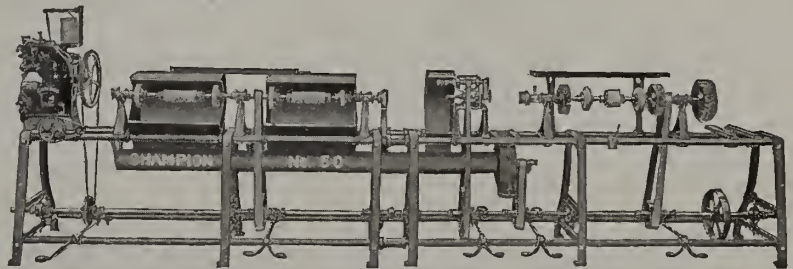
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion Machines are sold outright (no royalty) for cash or on monthly payments.**



Universal Model Curved Needle and Awl Shoe Stitcher — heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

**CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.**

Please send me particulars about a shoe store repair department.

Name ..... Street .....

City ..... State .....



Makers of boots and fine shoes for all deformities and lame feet.

Endorsed by medical officers of Militia.

Satisfaction guaranteed.

Information cheerfully sent on request.

S. J. Friedman  
Vancouver's  
Leading Surgical  
Bootmaker

**West End Boot Hospital**  
320 Granville St. Vancouver, B.C.



*Pan American*  
**KID**

Seal Brown and Black

**Perkins & McNeely**  
Philadelphia

Canadian Representative—  
**Ed. R. LEWIS**  
45 Front St. E., TORONTO



No. 46

# A VALUABLE LINE FOR THE JOBBER

## High-Class Women's McKays

We have the McKay process down to a fine point, and you can realize a generous turnover on the excellence of our product.

Our new lines for men, youths and boys are also examples of well made footwear reasonably priced and capable of keeping up the big sales for which they are noted. Samples will convince you.

# LAGACÉ & LEPINAY

22 ST. ANSELME STREET  
QUEBEC



No. 50

*Largest Manufacturers in Canada*

—of—

# STEEL DIES

for

**Shoe and Rubber Manufacturers**

*Prompt Service*

*Guaranteed Work*

**JAS. CLELAND, REGD.**

16 St. George St., Montreal



**Our McKay Sewed and Standard Screwed Shoes**

will stand plenty of hard wear. Made on foot-fitting lasts that will give comfort to the wearer and are durable. The range includes—Men's, Boys', Youths', Little Gents', Children and Infants' Black and Beaver Brown Box Kip. Your jobber will quote you prices, or write us direct.

**A. A. COTE & SON, Limited**

Successors to St. Hyacinthe Soft Sole Shoe Co. Limited  
ST. HYACINTHE, QUEBEC

# The United States Hotel, Beach, Kingston and Lincoln Streets BOSTON, MASS., U. S. A.

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.  
American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

## JOBBERS

Supply the Demand  
For These  
Boots



Our boots for men, by reason of their wide and ready market and their splendid value to the wearer are well worth your handling. There's a big demand for them, and a liberal profit for you. Write us.

**J. E. SAMSON ENR.**  
QUEBEC

## Middle and Western Canada Demands the Best in Footwear

To successfully introduce your lines and maintain a satisfactory business you must interest the General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

Established 1888  
**THE COMMERCIAL**  
A WEEKLY FINANCIAL-COMMERCIAL &  
GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

## SURFACE KID WILL NOT SCUFF

Surface Kid is a decided improvement on real kid because it wears better—will not scuff and is much less expensive.

The beautiful grain shows to advantage in dressy shoes, while the soft pliable texture equals chamois. Send at once for samples of Surface Kid in Black and Colors.

*Butts in Gun Metal—Dull—Glazed*



Head Office  
491 St. Valier St., Quebec

**LUCIEN BORNE**

Montreal Office—225 Lemoine St.



## COUNTERS BOX TOES and INNER SOLES

Our union and all leather, flexible inner soles are better than ever, with no change in prices. Try them and be convinced.

**LAMONTAGNE, RACINE & CO.**  
115 ARAGO ST.  
QUEBEC

## KELLEY KID

*LEADS THEM ALL  
in Uniformity,  
Fine Texture, Wearing Qualities and Finish*



In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

**Thomas A. Kelley & Co.**  
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Selling Agents:

**ROUSMANIERE, WILLIAMS & CO.**  
87-93 Lincoln St., BOSTON, MASS.

## Landis Outfits are Money-Makers

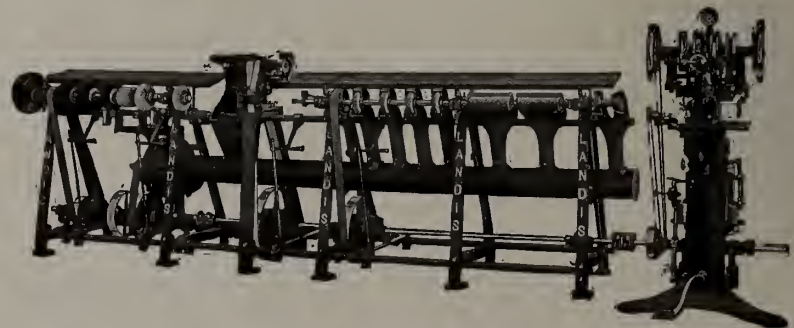


Landis No. 12 Shoe Stitcher.  
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to Landis Model 25 Finisher.

**Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.**

# SHOE LACES

**MADE IN CANADA**

*Supply  
Shoe Manufacturers and Wholesale Trade  
only*

**Textile Manufacturing Co., Ltd.**

439 Wellington Street West  
TORONTO

## Edwards & Edwards

TANNERS  
OF

### SHEEPSKINS

FOR

Shoes, Gloves, Saddlery  
Upholstering  
Bags and Suit Cases  
Bookbinding  
Fancy and Novelty Goods  
Skivers  
Embossed Leathers  
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Head Office and Sale Rooms Tanneries  
27 Front E. Toronto Woodbridge, Ont.

Quebec and Maritime Provinces  
Represented by

JOHN McENTYRE LTD. 28 St. Alexander St.  
MONTREAL, QUE.

## The Shine that Lasts

Your shoes will hold their shine a surprisingly long time if you use

*Whittemore's Shoe Polishes*

*The Whittemore lines serve a double purpose viz—that of a polish and leather preservative.*

Our **Bostonian Cream** is the ideal cleaner for kid and calf leather put up in Brown, Grey, White, in fact all colors.

Try our **Nobby Brown Paste** for brown shoes and **Peerless Ox-blood Paste** for Red Shoes.

**Quick White Liquid Canvas Dressing.**

**ALBO White Cake Canvas Dressing**

**GILT EDGE SELF Shining Dressing**

Ask your Jobber. If he cannot supply you write us

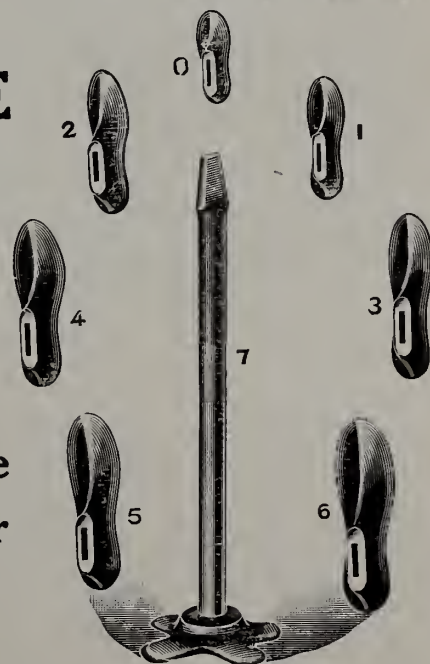
**Whittemore Bros. Corp.**  
Cambridge, Mass, U.S.A.



HERE  
IT IS

=

The  
Reliable  
Cobbler  
Set



Many inquiries for a Cobbler Set which will stand unlimited abuse and cover the demands of the Shoe Repairing Trade, have resulted in the RELIABLE Set.

It's just the one the Cobbler needs and it's "Made in Canada." The heavy Cast Iron Base measures 7 in. across and the Wrought Iron Post is bedded solid in this Base.

Don't hesitate about stocking this Set.

Write for prices.

We make a big line of Cobbler Sets and Repair Outfits.

Write for Catalogue.

**TAYLOR-FORBES COMPANY, Limited**  
GUELPH - ONTARIO



## IT ISN'T THE BUSINESS YOU OBTAIN

That is the only reason for handling Union Stamp footwear.

Of even greater interest to YOU is the business you lose by failure to carry Union Stamp shoes in stock

Union made shoes bearing the one and only stamp of The Boot and Shoe Workers' Union are the only shoes that appeal to ALL the people.

Let us send you a list of manufacturers making Union Stamp footwear as a guide for your buying this year.

### Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 Summer Street

BOSTON - - MASSACHUSETTS

COLLIS LOVELY  
General President

CHAS. L. BAINE  
Gen'l Sec'y-Treasurer





**100 Years of Good Shoemaking**



No. 300 Patent  
No. 303 Dull Calf  
Sizes 6-11. B-D.  
PRICE \$3.50

**MEN'S MEDIUM GRADE  
HOUSE SLIPPERS**

PUMPS AND OXFORDS IN STOCK  
FOR IMMEDIATE SHIPMENT

Thirty Lines Listed in Catalog No. 16

BOSTON OFFICE—110 Summer Street

**L. B. EVANS' SON CO. WAKEFIELD, MASS.**

**The New  
"EASTERN"  
Shoe Lines**

offer big possibilities to Jobbers desirous of handling a first-class product at popular prices.

We will be pleased to show you a very complete assortment of shoes for Misses, Children and Infants for Spring and Summer, upon receipt of a post card from you.

*See us when in Montreal*

Write us now.

**The Eastern Shoe  
Manufacturing Company, Limited**  
152 Frontenac Street  
Phone—La Salle 2561 **MONTREAL**

**We Can Save Money for You on Your  
Shipping & Packing  
H & D Solid Fibre Board Boxes**

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.



Our booklet "How to Pack It" explains all—write for it.

**The Hinde & Dauch Paper Co.**  
of Canada Limited  
TORONTO ONTARIO

MANY MORE DESIGNS BESIDES THESE



**Make Your Show Windows Pay Your Rent**  
Many Sales are made on the Sidewalk  
**Window Display Fixtures**

A Wonderful set of Patented Interchangeable Window Display Fixtures for displaying Men or Women's Shoes. Set will give 10 Years Good Service in effective trade pulling window trim.

The Fixtures you see above are only a very few of the designs that can be set up with the full set, besides hundreds of standard fixtures can be set up.

Made of Oak, either Golden, Antique or Weathered Finish. Set is put up in a Hardwood Hinged Lid Storage Chest, a good place to keep the extra Younits not in use. There are thousands of sets in daily use.

No. 101	Set has 220 Interchangeable Younits For Large Windows,	<b>\$48.12</b>
No. 101½	Set has 110 Interchangeable Younits For Medium Windows,	<b>\$27.50</b>
No. 101¼	Set has 55 Interchangeable Younits For Small Windows,	<b>\$17.32</b>

Stock carried in Hamilton, Ont. Order direct or thru your jobber. Send for catalog. Patented and made in Canada.

**The Oscar Onken Co. 5950 Fourth Street Cincinnati, Ohio, U. S. A.**

**TORONTO HEEL CO.**

Manufacturers of  
**All styles of Heels in Leather  
and Composition**

We are also Makers of the  
**Haverhill**

Write for Samples and Prices. These will interest you

**The Toronto Heel Company**  
13 Jarvis St., Toronto

## Attractive Windows

Give your store a place and prestige all its own.

You cannot err if you display our stylish models.

### *The Home Shoe*

An ever increasing trade and the goodwill of a satisfied customer is gained by those who stock this excellent line of quality footwear.

Dealers who are not acquainted with the HOME SHOE will profit by investigating.

Write us to-day.

**The Home Shoe Company, Ltd.**  
327 Amherst St., Montreal

# BRODIE'S Patent Paste

This famous product covers a wide range of usefulness being used with equal success and efficiency by manufacturers of the finest grade shoes and makers of heavy work shoes.

Supplied in quantities to meet your needs.

Let us send you sample and price.

## Brodie & Harvie

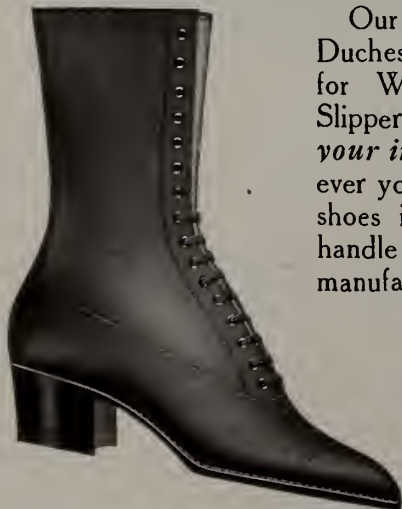
Limited

14 Bleury St. MONTREAL

## JOBBER ONLY

### *Very Attractive*

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



**"La Duchesse" Shoe Co.**

Registered  
MONTREAL



## This is the Real One

The shoe fibre counter is worth two cents a pair only, but it will be worth dollars to you if you use the right one.

## Try the "Perfect"

It will put quality into your shoes and give them a good appearance, because it will stand the most strenuous wear, and give you the best fit obtainable.

THE MOST ECONOMICAL COUNTER  
ON THE MARKET

**Perfection Counter Limited**

699 Letourneux Ave. Cor. Ernest St.  
Montreal

# Hydro City Shoes



## The All Leather Line

So well does this splendid all leather shoe fill public requirements in sound, durable footwear, that it behoves every dealer to carry a liberal stock. Regular sales—satisfactory to your customers and profitable to you—will mark their inclusion in your selection.

Sell the Hydro City Shoes to your customers and you will keep them.

**ORDER NOW**

Your fall placing orders will have our careful attention.

## Hydro City Shoe

MANUFACTURERS, LIMITED

KITCHENER

ONTARIO



*Jobbers See Our*

# McKAYS

*A Complete Line of*

## Well-Made Footwear

for Men, Boys and Youths  
Women, Misses and Children

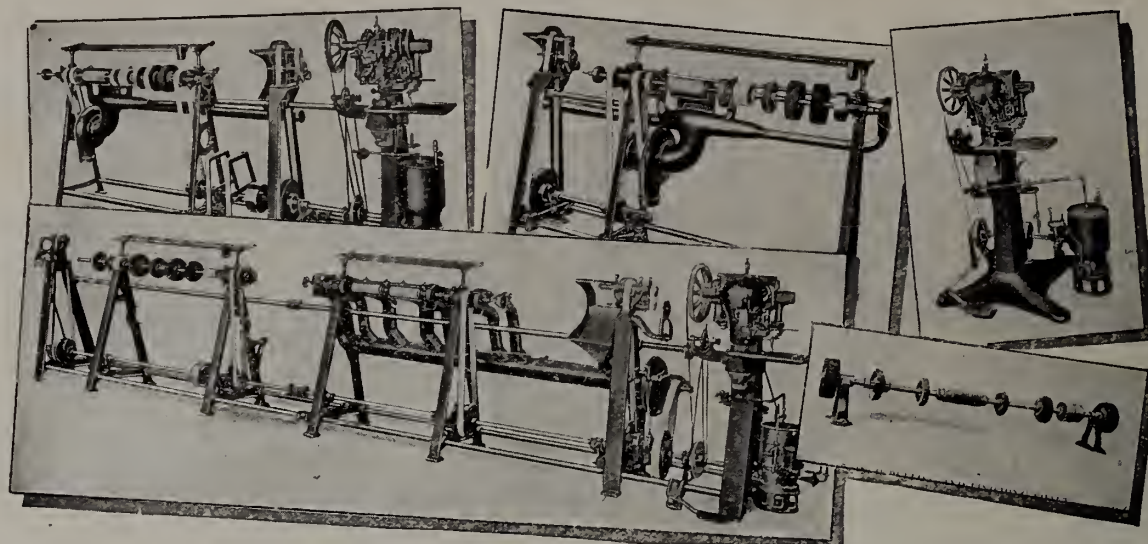
## Duchaine & Perkins

QUEBEC

Montreal Sample Room

E. T. Bank Bldg.,

St. James St.



## Whatever Your Shoe Repairing Requirements May Be **WE HAVE THE MACHINE**

The illustrations above show but a few of the big range of machines which we supply for shoe repairing.

They are all illustrated and described in a very handsome catalog which we are glad to mail free to anybody who writes for it.

They cover every requirement from a simple cleaning shaft up to the most elaborate and complete outfit.

We help our customers make a success of their business. Our machines always carry with them a service that is considered by many of our customers among their most valuable asset.

We have customers everywhere, and we are not ashamed to have you ask any of them about us or our machines.

*Write us to-day for a Catalog.*

### **United Shoe Machinery Company of Canada, Limited**

**Montreal, Que.**

Toronto, Ont.  
90 Adelaide Street West,

Kitchener, Ont.  
179 King Street West,

Quebec, Que.  
28 Demers Street,

# Stores using a complete N. C. R. System can give the public good service



**W**HEN a customer goes into a store and sees an up-to-date National Cash Register on the counter, he knows at once that he is going to get quick, accurate service.

If the proprietor of that store is asked why he uses a National Cash Register he will reply that it is a labor-saving device that helps him just the same as labor-saving machinery helps the manufacturer, railroad man, farmer, and mechanic.

When a customer makes a purchase in a store using an up-to-date National, he can not help but notice how quickly the clerks hand out parcel and change. He notices how careful they are—the smart, modern appearance of the store—the good service and prompt attention that he gets.

Customers are also quick to notice the good values that such stores are able to offer; the accurate printed cash register figures; the freedom from disputes; the absence of errors.

**A modern N. C. R. System is a business necessity because it does so much to increase business and reduce expenses**

The National Cash Register Co. of Canada, Limited, Toronto, Ont.

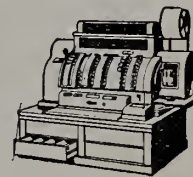
Offices in all the principal cities of the world

## Without a cash register

Keeping store records by hand is as out of date as traveling by stage or fighting with bows and arrows.



## With a modern National



The most progressive stores all over the world are using and endorsing National Cash Registers.

## Machine-made records

National Cash Register records are printed and accurate. They protect merchant, clerk, and customer.



## Careful, accurate clerks



An up-to-date N. C. R. System is a powerful force in training clerks to be careful, accurate and quick.

## N. C. R. quick service

Cash register service is the fastest in the world. It makes shopping quick, pleasant, and convenient.



# USMC SERVICE

The United Shoe Machinery Company of Canada, Limited, maintains Branch Offices, every employee of which is dedicated to "Service."

It keeps a trained corps of experts ready at a moment's notice to respond to the shoe manufacturer's call of emergency.

The organization deems this essential because, unlike the common practice, the United's solicitude for the customer does not end with the installation of its machinery—it just begins.

The part-time shut down because of machinery accidents of the earlier days passed away with the development and perfection of the present shoe machinery "Service" plan.

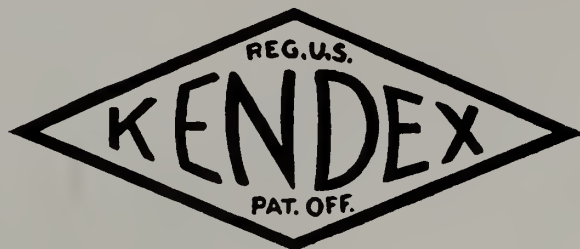
# USMC SERVICE

United Shoe Machinery Company of Canada, Limited  
MONTREAL

TORONTO  
90 Adelaide Street West,

KITCHENER  
179 King Street West,

QUEBEC  
28 Demers Street,



# INSOLES

**Kendex** has the added qualities for an Insole which gives satisfaction and comfort to the wearer ; conforms to the foot ; is of uniform flexibility ; will not shrink, swell or check and prevents calloused feet ; is **fast color** ; made in all weights, worked dry and sold in sheets or rolls.

**Kendex** is made in Oak, White and Black colors. Makes an excellent middle sole ; trims to a clean edge, and is a **non-conductor**.

**Felt** of every description for shoe manufacturers.

**Heel Pads** cut from several qualities of white felt, also all colors of Combined Imitation Leather and Felt. Our facilities mean service to you at a **minimum** cost.

**KENWORTHY BROS. COMPANY**  
STOUGHTON, MASS.

Represented in the Province of Quebec by HORACE D'ARTOIS, 224 Lemoine St.. Montreal

# CLARKE'S



## Indispensable to a Good Patent Shoe

Give your customers a good Patent Leather shoe that will retain its lustre and keep from cracking, and you can count on future patronage. So many patent leathers have disappointed the public that it behoves the shoeman to insist on Clarke's Patent Leather every time.

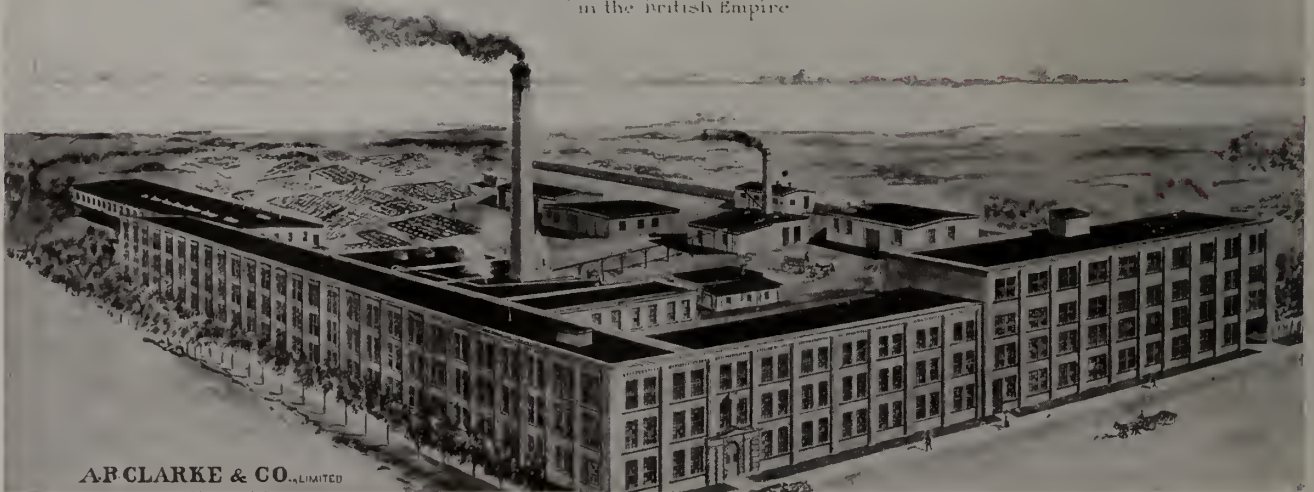
Makers  
to the  
Nation

**A. R. CLARKE & CO.**  
LIMITED

MONTREAL, TORONTO, QUEBEC



Established 1852  
The Largest Patent Leather Factory  
in the British Empire



A. R. CLARKE & CO., LIMITED



# Footwear

In Canada

## THEY'RE RIGHT!

No matter how favorably impressed you may be with Regal Shoes when you purchase them, you have a far higher opinion of them later.

It is when a customer comes back for another pair, and you learn of the record of their service, that you completely appreciate the value of your investment.

The finest qualities of Regals reveal themselves not only in their first appearances but also after they have had actual service.

Let us acquaint you with the Regal Agency Plan. And ask to see our Styles—they're right!



### Regal Shoe Company, Limited

472-474 Bathurst Street - TORONTO, Ont.

PUBLISHING  
MACLEAN

# PANTHER

## TESTED FIBRE SOLES



“Sure Step”  
Rubber  
HEELS



**P**ANTHER FIBRE SOLES are ideal for all weather conditions because of their lightness and strength and waterproof quality. Each season brings an increasing number of wearers of Panther Soling. Always superior to leather soles—they can be worked quite as easily without cracking. Made in all standard colors for every grade of shoe.

Panther “Sure Step” Rubber Heels give satisfaction at all times. Write us for information.

# Panther Rubber Co., Limited

Sherbrooke

Quebec





**FLEET FOOT**

## The Shoes That Create Summer Business For The Dealer

Don't miss a single sale by being "out" of some particular size or shape of Fleet Foot. Keep your stocks complete. Whether you want two or three pairs, or make up a regular sorting order, our nearest service branch will serve you promptly.



**DOMINION RUBBER SYSTEM SERVICE BRANCHES are located at**

Halifax, St. John, Quebec, Montreal, Ottawa, Toronto, Hamilton, Brantford, London, Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Edmonton, Calgary, Lethbridge, Vancouver and Victoria.

**A comparison of grade marks  
and prices of different manu-  
facturers of Glazed Kid is  
not a comparison of values.**

Values can be compared only by examining the qualities of the grades offered for the price.

For the last few years we have always been sold ahead several months. Today we are sold ahead on Black Kid to the end of the year. There is no better proof that each grade of Standard Kid yields good value.

We assume the obligation that every grade of Standard Kid must be all that customers expect in quality and uniformity. We can accept orders for deliveries after September of all colors except Black.

COLOR 18—FIELD MOUSE  
COLOR 8—GRAY

are in good demand for Fall shoes. These skins are guaranteed to be colored with pure aniline dyes.

## STANDARD KID MFG. CO.

MANUFACTURERS OF BLACK AND COLORED GLAZED KID AND PATENT KID

207 SOUTH STREET, BOSTON, MASS., U. S. A.

NEW YORK OFFICE, 610 TRIBUNE BLDG.

Factory, Wilmington, Del.

### AGENCIES

CHAS. A. BRADY, Rochester, N.Y.  
GEO. A. McGAW, Chicago, Ill.

F. W. BAILEY & CO., St. Louis, Mo.  
I. LOUIS POPPER, Cincinnati, Ohio.

PIERRE BLOUIN, Quebec, Canada.



It  
Pays



To use

**BENNETT**  
*TRADE MARK*  
**DEPENDABLE COUNTERS**

You cannot put better value into a shoe !

They give an **added** appearance and will **comfortably** outwear the best sole and upper.

A **smart** appearance will attract the buyer but it's the **hidden** value that satisfies.

BENNETT COUNTERS **SATISFY !**

ONTARIO OFFICE  
28 King St. East  
Kitchener

BENNETT LIMITED  
MAKERS OF SHOE SUPPLIES  
CHAMBLY CANTON, P.Q., CANADA

SALES OFFICE  
59 St. Henry Street  
Montreal

# Three Sales Leaders

## METROPOLITAN

MEN'S WELTS

WOMEN'S McKAYS

## PATRICIA

WOMEN'S WELTS AND TURNS

## PARIS

WOMEN'S McKAYS

MEN'S WELTS

This is proven by the sales records of hundreds of Canadian dealers.

The reputation these lines have enjoyed for years is a just reward for the painstaking care and discrimination we have exercised in the preparation and selection of the leather (tanned in our own plants) embodied in these shoes.

If you "desire to be shown"—a trial will tell.

Knowing your future orders depend on that trial, we invite it with the greatest confidence.

### Daoust, Lalonde & Company

Limited

### MONTREAL

Branch: Metropolitan Shoe Co., 91 Paul St. East, MONTREAL



R

The  
**John Ritchie  
Company**

LIMITED

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MAKERS OF

**MEN'S  
SHOES**

QUEBEC

# For Everyone Old or Young

The high waterproofs for farm or woods.

Smart light stylish rubbers to protect  
from damp City pavements.

The increased popularity of Independent Rubbers is shown by the tremendous increase in our spring business—a proof that Canadians appreciate quality, and use discrimination in buying rubbers.

Names which distinguish rubbers of merit

**Kant·Krack**

**Dainty Mode**

**Royal**

**Bull Dog**

**Dreadnaught**

**Veribest**



Write us about any  
lines of Footwear  
which interest you.



# James Robinson

MONTREAL



# A Reputation — At Stake

When dealers ask our advice—as they have been doing for years when selecting and replenishing their stocks—we consider our reputation is at stake.

That is why hundreds of Canadian dealers have confidence in our ability to stock the season's best selling styles and best values.

You too will be one of loyal supporters if you put your footwear problems up to us.



**A Safe Investment**  
**The Bostonian Shoe**



**James Robinson**  
MONTREAL



**This  
Attractive  
Combination**

Will be included in your stock if you feature  
an extensive selection of

## **Canadian Footwear Lines**

Women's, Misses and Children's McKays and  
Turns, Oxfords, Pumps, and High Cuts—an ex-  
tensive range of styles offering a shoe for all  
ages for every occasion in Leather and White  
Footwear.

# **Canadian Footwear Co.**

Limited

**MONTREAL**

**Salesroom : 36 St. Genevieve St.**

**Factory : Pointe-Aux-Trembles**

**SPAULDING'S**  
Fibre Counters  
*Guaranteed*



## A Counter to Fit Every Last

No matter how much your lasts vary in contour—how unusual may be the shapes and forms of heel seat they can be perfectly fitted with

**SPAULDING'S**  
Fibre Counters  
*Guaranteed*

The use of these counters will assure the delivery of the same style shoe as designed by the last and pattern makers.

Highest Quality                      Absolutely Uniform  
Economical

### J. SPAULDING & SONS CO.

Main Office and Factory  
**NORTH ROCHESTER, N. H.**

PHILADELPHIA  
John G. Traver & Co.  
329 Arch St.

CINCINNATI  
The Taylor-Poole Co.  
410-412 E. 8th St.

ST. LOUIS  
The Taylor-Poole Co.  
1602 Locust St.

Boston Office  
**203-B ALBANY BUILDING**

CHICAGO  
J. E. D. McMechan & Co.  
217 W. Lake St.

SEVEN FACTORIES  
Tonawanda, N. Y.  
No. Rochester, N. H.  
Townsend Harbor, Mass.  
Rochester, N. H.  
Milton, N. H.

English Agents: J. Whitehead & Co., Ltd.,  
Leicester, England.

Canadian Agents  
International Supply Co., Kitchener, Ontario and Quebec City. V. Champigny, Montreal

**SPAULDING'S**  
OAK TAN  
FIBRE INNERSOLING

FRED S. STEWART

J. E. MARTIN



**FRED S. STEWART COMPANY**  
 "GOOD SHOES FOR EVERYBODY"

25 WHITEHALL STREET

ATLANTA, GA.



*Yours Exclusively*

**BENEFIT BY ESTABLISHED DEMAND**

"From our experience," say the Fred S. Stewart Company, "we would think any dealer fortunate in securing the agency of Dorothy Dodd Shoes."

"Nine years ago, we opened business with the Dorothy Dodd Shoes as our leading line for ladies, and still our leading line, we being the exclusive agents for Atlanta, Ga."

"When we first introduced this line to the women of this city, we received an encouraging response, and has now grown to an enormous volume of business annually, of which we are proud, and it is our opinion that we will enjoy increasing patronage on these shoes on account of their wonderful popularity with women."

Commencing in business, July, 1910, their annual business has grown nearly five-fold, and they say that "as Dorothy Dodd shoes sold gives us the big end of this business, that is sufficient to show their value."



*Dorothy Dodd*  
 REG. U.S. PAT. OFF.  
**SHOES**

**DOROTHY DODD SHOE CO. BOSTON, MASS.**

Canadian Representatives : M. W. MURDOFF & SON, TRENTON, ONT.

Consider the Price  
and then  
Compare Other Values  
— with —

**AIRD**

**We  
Sell  
Jobbers  
Only**

And if you have been just in your comparisons, we will be satisfied with the result. Because we are confident that AIRD Footwear presents opportunities which no progressive jobber can afford to overlook. We should be pleased to see you personally at our warerooms. If you are unable to call, a postal will bring our newest samples to you. Don't fail to acquaint yourself with AIRD Lines for Fall sorting.

*We are always ready to serve you*

**Aird & Son**

Registered

**MONTREAL**

# IN STOCK-READY

## FOR MEN

*Pattern—Foxed Blucher*

*Upper—Cocoa Racine Brown*

*Outsole—12 Guage Acme-Leather Slip*

*Insole—Full Grain Leather*

*Process—Goodyear Welt*

*Last—Good-Fitting High Toe*

*Heel—1/2 Wingfoot*

***This Price  
for One  
Week Only***

**4.25--Price in Case Lots--4.25**

Sizes—2/5<sup>1</sup>/<sub>2</sub> 4/6 4 5/7 5 5/8 3 2/9

Terms, Nett 30 Days

***Order To-day—Be Sure and Hurry***

***They're Going Fast***

**THE MIDLAND SHOE COMPANY**

**KINGSTON**

**ONTARIO**



## Successful Shoes

**L**INK your business with the success of this splendid Marsh Footwear. The models here shown are sold in cases containing 30 pairs of one width.



"106" LAST  
Made in All Leathers  
Widths B to E



"99" LAST  
Made in All Leathers  
Widths B to E



"104" LAST  
Made in All Leathers  
Widths B to E

The Wm. A. Marsh Co., Limited  
QUEBEC



## Advance Announcement

### Fall Advertising Campaign

**T**HE Ames Holden McCready policy of inspiring public confidence and spreading trustworthy information concerning the shoe trade will be continued this Fall. Beginning the first week in September, and continuing throughout the season, a larger list of publications than ever will carry our message to the Canadian public.

We shall continue our policy of placing the bulk of our effort squarely behind the retailer, in his own local papers.

You are familiar with the high character of Ames Holden McCready copy in the past seasons, which will be maintained this Fall and next Spring. Prepare now to link up your store with this big event in the shoe trade.

Later announcements will go more into detail, but the important thing now is to remember that this campaign is coming, and behind it is all the cumulative effect of the campaigns that have gone before

# AMES HOLDEN McCREADY

LIMITED

*"Shoemakers to the Nation"*

ST. JOHN    MONTREAL    TORONTO    WINNIPEG    EDMONTON    VANCOUVER





“**B**EAUTY is more than skin deep” — is an old adage very aptly quoted regarding The Classic Shoe. Beneath their handsome appearance, elegance of finish and distinction in design, lies a foundation consistent in material and workmanship with their outward appearance — thus combining durability with style which has popularized them among a multitude of wearers.

### Scientifically Constructed

True-Trod is designed to provide real comfort, while placing the growing foot in a shoe which adheres perfectly to hygienic principles. Let one of our salesmen tell you about True-Trod.

# CLASSIC True Trod

*A Line of Juveniles  
with Sales Worth While*



**GETTY & SCOTT, LIMITED**  
GALT, ONTARIO

*Makers of the “Classic” Shoe for Women*

The  
Canadian National  
Shoe Retailers' Convention  
*Should Bring You  
To Toronto*

---

## OUR INVITATION

*bids you step across and visit our  
warerooms—just three blocks from the hotel*

**H**ERE, we should like to have the pleasure of meeting you and showing you our new ware-rooms. We shall also be pleased to let you see an interesting array of general lines of footwear for the coming season. Drop in and see us "Between the Acts."

---

**WHITE SHOE COMPANY, LIMITED**

*Wholesale Shoe Distributors*

9 Wellington St. West : Toronto, Ont.

# WHITE FOOTWEAR

## *White Canvas Shoes and Fleet Foot Lines*

To be without the above important and fast selling line in the warm weather is to lose an important part of the year's business. The public is calling loudly for them and it behooves every retailer to keep a stock well in hand.



*Let Us  
Show You  
Our  
Rush Order  
Service*

## **Blachford Davies & Co.**

60-62 Front Street West  
TORONTO

Come to the

# First Canadian Shoe and Leather Exhibition

AT KITCHENER JULY 21st to 26th



Whether you are Manufacturer, Jobber, or Retailer of Footwear, Leather or Findings, if you are interested in the development of the Footwear Industries of Canada, you will find many items to interest you during the entire week.

Why not arrange your Holidays to include the week July 21st to 26th and come to Kitchener. You can, and will have a good time and at the same time gather real valuable information about how Shoes and Rubbers are made and see a better range of samples than the travellers show you.

There will be about 30 lines of Footwear of all kinds.

**Kitchener calls! Will you come?**  
**REMEMBER THE DATES**



Let's Forget  
The High Price of Hides,  
Material and Labor

For the week of July 21 — 26  
the Occasion of

The First Canadian  
Shoe and Leather Exhibition



KITCHENER CALLS

Look us up when at the Fair. We will be very  
pleased to make your stay in town worth while.

The Breithaupt Leather  
Company, Limited

*Manufacturers of  
"The Standard of Canadian Sole Leather"*

Kitchener Toronto Montreal Quebec

*The Just Wright*  
MADE FROM *SHOE*



ARISTOCRAT LAST  
Stock No. 20.

If you want the high grade trade of your town you must show high grade shoes.

That's why the "Just Wright" dealer is the leader in the quality and quantity of his line of business. You know, perhaps from experience, that the better class of trade in any town is a nice trade to cater to.

In what class is your store?

Just Wright shoes will tone up your stock—and you'll find plenty of shoes, too, for the man who likes style, but at a little less cost.

IN STOCK AT ST. THOMAS



**E. T. WRIGHT & COMPANY, Inc.**  
St. Thomas, Ont.

# ANCHOR BRAND

## Scoured Oak Sole Leather



*SIDES*  
*CROPS*  
*BACKS*  
*BENDS*



*BELLIES*  
*SHOULDERS*  
*HEADS*

**The Lang Tanning Company**  
 LIMITED

Kitchener, Ontario,  
 CANADA

# "HONEST ALL THRU"



Short, Quick Sales, by  
Virtue of their Long  
Durable Wear

**SOLID  
LEATHER**



**"GREB SHOES"**

"Look for the Yellow Label"  
At the First Canadian Shoe and  
Leather Exhibition



## Greb Shoe Co., Ltd.

Kitchener, Ont.



"Honest All Thru"

SPECIALISTS IN GOOD WORK SHOES

"Honest All Thru"

## All Leather—and an Essential Staple Line for Men and Boys



# HYDRO CITY SHOES

Strong, thoroughly well made, and giving the utmost wear, these shoes for your Men's and Boys' trade will sell steadily and stay sold. They represent a necessary line of shoes for every stock, and they will realize a profitable turnover for the retailer. Are you handling them?

See these splendid shoes at the First Canadian Shoe & Leather Exhibition at Kitchener.

## HYDRO CITY SHOE MFRS.

Limited

KITCHENER

ONTARIO



H. O. McDOWELL

H. N. LINCOLN

# INTERNATIONAL SUPPLY CO.

IMPORTERS MANUFACTURERS  JOBBERS SALES AGENTS

## SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

EASTERN BRANCH  
401 CORISTINE BUILDING  
MONTREAL

MAIN OFFICE AND FACTORY  
37 FOUNDRY ST. S.  
KITCHENER

Representing

American Lacing Hook Co.  
Waltham, Mass.  
Lacing Hooks and Hook  
Setting Machines

Armour Sand Paper Works  
Chicago, Ill.  
Crystolon Paper and Cloth  
for Buffing and Scouring

Boston Leather Stain Co.  
Boston, Mass.  
Inks, Stains, Waxes, etc.  
Cyclone Bleach

The Ceroxylon Co.,  
Boston, Mass.  
Ceroxylon, the Perfect  
Liquid Wax

Dean Chase Co.,  
Boston, Mass.  
Shoe Goods, Cotton  
Thread

The Louis G. Freeman Co.,  
Cincinnati, O.  
Shoe Machinery

Hazen, Brown Co.,  
Brockton, Mass.  
Waterproof Box Toe  
Gum, Rubber Cement

Lynn Wood Heel Co.,  
Keene, N.H.  
Wood Heels and Die  
Blocks.

Markem Machine Co.,  
Boston, Mass.  
Marking and Embossing  
Machines, Compounds,  
Inks, etc.

M. H. Merriam & Co.,  
Boston, Mass.  
Binding, Staying, etc.

Puritan Mfg. Co.,  
Boston, Mass.  
Wax Thread Sewing  
Machines  
Poole Process for Good-  
year Insoles

The S. M. Supplies Co.,  
Factory Supplies,  
Needles, etc.

H. S. & M. W. Snyder, Inc.,  
Boston, Mass.  
Kids, Cabrettas and Horse

I. Spaulding & Sons Co.,  
N. Rochester, N.H.  
Guaranteed Fibre Coun-  
ters, Fibre Innersoling

The Textile Mfg. Co.,  
Toronto, Ont.  
Shoe Laces

United Stay Co.,  
Cambridge, Mass.  
Leather and Imitation  
Leather Facing, Welting,  
etc.



All good finishers recognize this Trade Mark. They know it stands for **Highest Grade, Dependable Finishes** for all grades of Shoes.

It is not necessary for you to import your finishes, we have a complete line of finishes to meet the requirements of any and all kinds of leather.

## Inks, Stains, Dressing, Dyes, Waxes and Polishes

AND THE FAMOUS **CYCLONE BLEACH**

If you are not familiar with these goods you owe it to yourself to get acquainted. Now is the time. We are ready to submit samples and demonstrate.

*We carry a variety of Specialties*

**Cheese Cloth** **Silkoline**  
**Vel Chamee**  
*Very Fine Polishing Cloth*

### Round Belting

*Oak Tanned* *Indian Tanned*

**Belt Hooks**  
**Casters**  
**Treer's Shank**  
**Brushes**



**Tag Holders**  
**Buttons**  
**H.B. Canvas**

### Cotton Thread

*For Puritan Machines*

*For Fairstitching and Upper Fitting*

You need have no hesitancy about sending your orders to us. Our business is founded on the principle of **FAIR DEALING** and we handle only **GOODS of HIGHEST QUALITY.**

Consider the List of Houses **WE REPRESENT.**



Don't fail to see us at First Canadian Shoe & Leather Exhibition, Kitchener, July 21 to 26th. We will show an interesting line of McKays and Welts, (stitchdowns for boys and girls age 3 to 14 years), also growing girls' line.



## Proper Fitting Shoes For Boys' & Girls' Growing Feet

ALWAYS SAFE STOCK

Not only do these lines ensure steady sales, but they usually prove business stimulators as our repeat orders would indicate. Our large in-stock department gives you the service.



Charles A. **AHRENS** Limited  
KITCHENER, ONT.

Manufacturers of

*Shoes that Stand the Test*

All the Boys and Girls in the Cities, Towns and Villages are Wearing Our Welts (Stitch Downs)



THE Lady Belle Shoe Co. will be pleased to see you at our exhibit at "The First Canadian Shoe and Leather Exhibition," Kitchener, July 21st to 26th, and a hearty welcome is extended to any who may wish to go through our plant and avail themselves of the opportunity of seeing the manufacture of this popular line.

The  
**Lady Belle**  
**Shoe Co., Ltd**  
 KITCHENER



**Advertising**  
 is  
**Business**  
**Insurance**

A large manufacturer who, during the war, devoted his entire plant to war-work, kept his advertising running continuously, although he could not fill a single order. When asked why he did it, he said that he was insuring a market for his product when he returned to his regular lines. He has since reverted to his pre-war products and his plant is running to full capacity with more business in sight than he can handle.

Advertising was business insurance for him.



CANADIAN CONSOLIDATED FELT CO., FACTORY  
KITCHENER, ONT.

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**Canadian Consolidated Felt Co. Limited**  
KITCHENER, - ONTARIO

# Footwear in Canada

A Journal of its Findings, Making and Sale.  
Published Monthly for the Good of  
the Trade by

**HUGH C. MACLEAN, LIMITED**

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### A Boorish Demonstration

The general public, having become accustomed in past years to respect the utterances of the Canadian Manufacturers' Association as the result of the prominent connection with this association of such names as Senator Frederic Nicholls, Mr. W. K. McNaught, C.M.G., Mr. W. H. Rowley, Hon. Nathaniel Currie, Sir Chas. Gordon, Mr. Lloyd Harris, Mr. Robert Hobson, Hon. C. C. Ballantyne and other scarcely less prominent industrial figures, must have noted with considerable disappointment the recent explosion of one of the members at the annual convention, in which he made use of language not generally accepted, to say the least, as forming part of a gentleman's vocabulary. That the president of the association, Mr. W. J. Bulman, an insignificant Winnipeg manufacturer, sat quietly by and allowed the members to proceed, makes him equally responsible. The incident doubtless is without significance in itself beyond the fact that it indicates that the standard of C. M. A. officials is, temporarily we hope, at a very low ebb.

The Canadian Manufacturers' Association is an organization on whose shoulders grave responsibilities regarding the industrial development of our country rest. We do not believe the members of that association, even a small fraction of them, are favorable

to the use of such unbridled and offensive utterances as those made by this Mr. Harris on the occasion referred to. If the Canadian Manufacturers' Association is to become an arena for such disgraceful brawls as the recent demonstration of this man's boorishness, the influence of the organization cannot fail to deteriorate very rapidly from the high standard of past years.

\* \* \*

### Canada's Needs Should be Met First

The price of leather is soaring and simultaneously the shortage is becoming more acute. Judging by the present situation it is conceivable that Canadian manufacturers will not be able to secure enough leather to go around. This is a serious outlook and means that we must watch the export situation carefully. The local needs must surely be met first.

Looked at in its most general aspect there is no way of relieving the shortage of hides until a new "crop" grows, which will be about two years. Leather is unlike most commodities in this respect. The wage situation, too, as noted elsewhere in this issue, is increasing the cost of production very greatly. But the really serious phase of the whole matter is—leather shortage.

\* \* \*

### The Truth Would Have Been Better

A man went into one of the oldest established shoe stores in a large Canadian city and asked for a certain style of outing shoe of nationally advertised make. After explaining definitely what he wanted he was shown something entirely different and of another make. The proprietor—for, as they say in the story books, 'twas none other—said that the blank company did not make that style of outing shoe at

### Bad Telephone Service

The cost of Bell Telephone service in Canada has been increased, but so far as Toronto is concerned there is no evidence that this service has improved. The cold fact is that the service is bad. These are busy days and business men cannot afford to spend the time frequently required to get in touch with customers. There is delay in getting the operator's attention, a very big percentage of the calls are wrong numbers, many conversations are interrupted and the administration, generally, seems to be very loose.

These are times when people expect "service" and for the most part are ready to pay for it. However, there is no disguising the fact that there is a very general feeling that we are paying for a satisfactory service and getting a decidedly unsatisfactory one. Is the management inefficient? If so, it is due the Canadian public that the weak points be strengthened up without further delay.

**Suggested Policy of the Navy League of Canada**

1. To disseminate among the people of Canada a knowledge of the necessity and use of sea power as the keystone of Empire and National defence and commercial prosperity.
2. The advocacy of a policy that Canada shall assume her proper share of the cost and maintenance of protecting her own trade routes and coast defences.
3. The advocacy of a marine policy that will tend to build up our Mercantile tonnage.
4. The advocacy of the establishment of a naval reserve force composed of Canadian officers and men who have served in either the Imperial or Canadian Naval forces.
5. The support of all just claims of officers and men of the Royal Canadian Navy and its auxiliaries with regard to pay and pensions, and that merchant officers and men in times of war be put on an equal footing with regard to pay and pensions with officers and men of the Royal Canadian Navy.
6. The support of sailors' institutes in Canadian ports to better the conditions of merchant seamen when ashore.
7. The application of steady pressure upon Parliament and the Government for a better and more efficient administration of the Department of Naval Service, and the abandonment of the present system of the portfolio of Marine, Fisheries, and Naval Defence being under the Minister.
8. The application of steady pressure upon all people enjoying the Canadian franchise to see to it that our public men and Members of Parliament insist upon it that all matters pertaining to our maritime policy shall be free from political bias.
9. The encouragement and extension of Naval Colleges and of the Boys' Naval Brigade movement, and the establishment of proper training institutions, with a view to the preparation of boys and men for a seafaring career to the ultimate end that all Canadian ships shall be manned by British-born and the elimination of aliens from the Mercantile Marine.

around him and wonders why they don't stop his belly-ache.

Actual business is a continual recurrence of complications, disappointments, bad guesses, betrayals, oppositions and what not. Godsaking is an easy job. All you have to do is—yell. Straightening out your complications requires intelligence, boundless patience and faultless courage.

Dr. Crane has hit the nail on the head exactly. We've far too many Godsakers and not enough of the business men who are willing to devote their time and energy to matters that vitally concern them. Organization furnishes a splendid example. The cry goes forth: "For God's sake let's organize!" But when it comes to doing the work that is necessary to keep an organization going, the Godsakers are strongly in the majority.

\* \* \*

**Provincial License Required**

It has been debated in various provinces in Canada whether a company operating under a Dominion charter could be required by law to take out a provincial charter. The Supreme Court of Canada has handed down a judgment deciding in favor of the provinces, which means that a Dominion company can be compelled to bring itself under a provincial companies' act as a condition of carrying on business in the province. The effect of the decision appears to be to make a Dominion charter valueless for practical purposes in those provinces which require such companies to take out a provincial license. The decision would appear to apply to all classes of Dominion companies, including insurance companies. The provinces requiring provincial licensing are Ontario, Manitoba, Saskatchewan, British Columbia and New Brunswick.

\* \* \*

**U. S. Exports to Canada**

Recently published figures showing the import of boots and shoes from the United States to Canada for the month of April are as follows:

	Pairs	Value.
Children's . . . . .	17,257	\$17,314
Men's . . . . .	15,692	45,083
Women's . . . . .	84,043	249,846
	116,992	\$312,243

If we take this month as an average for the year the whole twelve months would show an import of 1,403,904 pairs of a total value of \$3,746,916.

all. This the customer knew to be a deliberate misstatement, because he had been purchasing these shoes right along.

It is quite conceivable that a clerk, in his zeal to make a sale, or through ignorance, might make a mistake of this kind, but it is inexcusable that a man who has been a shoe retailer for a good many years should do so. He would have retained the confidence of the customer had he told the plain, unvarnished truth—that he did not have the style in stock. He might even have recommended some store where the shoes could have been purchased. The customer would then have had a more or less friendly feeling toward the store when the time came to make further purchases.

\* \* \*

**The Godsakers**

Not long ago Dr. Frank Crane wrote a mighty interesting little preachment and called it "The Godsakers." A Godsaker, he says, is one of those who go about wringing their hands in times of danger or calamity and exclaiming, "For God's sake, do something." The role of Godsaker is very easy to play. That is why so many play it. All you have to do is wring your hands and cry.

But doing something is another story. Very often it is accomplished only through time and patience and quite as often it cannot be accomplished at all. Doing something is a man size job—Godsaking needs only a pair of stout lungs. The new-born infant is our best Godsaker. He has no idea of what's the matter with him, only he's perfectly disgusted with the grown-ups

*Every business man should have an understudy—  
A dependable man who can take hold  
in an emergency*



## Mr. R. A. Wexler of Montreal Opens New Store

High-Class Establishment in Up-Town Section is Very Modern in Design—  
Special Attention Given to Windows and Store Layout

**M**R. A. Wexler has just opened one of the most imposing shoe stores in Montreal. It is situated at 867 St. Lawrence Boulevard, in a district not until recently associated with what are usually termed high class stores. Mr. Wexler has been in business for several years, and until he

opened the new store had one at 985 on the same thoroughfare.

The new store has a depth of 75 feet and a width of 33 feet, the large area and general fit-up giving a very inviting appearance. It is stocked with high grade goods, and according to Mr. Wexler, the trade so far



transacted has exceeded expectations. Many people who generally bought down-town find that they can secure the same class of goods in their own neighborhood, with all the attractive surroundings of the down-town stores.

All the fixtures and the windows are mahogany finish. Women's goods are kept on the left hand side, men's on right, and children's at the end. The shelves are divided into sections, each containing different classes of goods, such as high heels, low heels, oxfords, pumps, etc., so that the clerk can immediately find shoes desired by the customers. At every third section there is a built-in display case, with a mirror on the slant at the bottom, enabling buyers to view the effect of the shoes when fitted. Midway between the sections are full length mirrors. At the end of the store are two very large built-in display cases, and between these is a French door, fitted with shop mirrors. This leads to a small office in the rear of the building.

Rows of chairs are arranged on each side, which is carpeted, and there is also a carpet in the centre, on which is placed a large settee. At the entrance there are two silent salesmen, of the oblong type, almost entirely of glass, one containing shoe findings, and the other shoes. Besides this there is a table and chair with telephone for customers' use. A table, with the cash register, is at the end of the store.

The ceiling is of white, the walls being papered above the shelves. The windows are very attractively trimmed. The door is in centre, one window being utilized for the display of women's goods and the other for men's. A large amount of leaded glass, with colored designs, is employed in the panels at the back of the windows. These panels each have a central design with the words "Wexler's Boot Store" surrounded by a very neat border. Above these panels are windows of leaded glass. The base of the exterior windows is of marble, and the flooring in front of the door of red tile.

The lighting scheme is very effective. The main lighting in the store is by enclosed lamps suspended from the ceiling and running down the centre. Each built-in display case has two lights, on celluloid brackets, with frosted globes and one light within the case, while the full length mirrors have two lights on celluloid brackets. The windows are lighted from above, the lights being placed in silvered inverted bowls, which throw the light on to the goods. There are also electric lights, on celluloid brackets, attached to the leaded glass panels. Mr. S. Sinkover is the Wexler store manager.

### Improvement in Canadian Product

"**W**ITHIN the last twelve or eighteen months there has been a decided move in the direction of buying Canadian instead of United States shoes," said the manager of one of the large Montreal departmental stores, doing an extensive business in women's lines. "This can be attributed to the improvement in Canadian goods, the manufacturers of which are now more alive to the requirements of the trade. They are making shoes in widths and sizes which they were not inclined to do previously. The fitting has immensely improved. Women want style, but before everything they want shoes that will fit, and our Canadian manufacturers are making the goods. There has also been a great improvement in the class of slippers turned out in Canada. The shortage in imported slippers during the war

compelled manufacturers to turn their attention to this section of footwear, and the result has been very satisfactory."

## Testimony Before Cost of Living Committee Reveals Nothing Amiss

**T**HE Cost of Living Committee have been turning a few suspicious glances in the direction of footwear costs and considerable testimony was recently taken from manufacturers and retailers in Ottawa. While some of the statements have been seized upon and misconstrued by the dyspeptic daily newspapers, as usual, we cannot see that there was anything disclosed that would indicate any profiteering or combines to keep up the price of shoes.

A cross-examiner usually has a semi-sarcastic way of twisting questions around so that they will appear to the worst advantage of the witness. For instance, a man is on trial in a motor accident case and states that he was travelling 20 miles an hour. The cross-examiner disregards this statement and thunders forth: "Will you swear your car won't go a mile a minute?" The witness says he can't swear to it, because he doesn't know. However, the injury is done: the trial jury has received the impression that this is a dangerous man and he might reasonably have been going a mile a minute. That is about the way cross-examinations are conducted and, sometimes, the newspapers twist things around to suit themselves—evidently doing their utmost to prove that all merchants and manufacturers are profiteering liars and thieves.

It developed at the session that an Ottawa shoe retailer had shoes on sale at \$18.00. Questioned as to the high price this retailer said: "When a woman wants something and we have it, she's willing to pay the price." One of the newspapers came out with glaring headlines: "Retailer says women like to be soaked." If a retailer stocks a shoe worth \$18.00 and some woman has the price and is willing to pay for a shoe of that value, surely it cannot be said that she is "soaked" any more than it could be said of the man who buys a \$3,000 motor car when he could have got one for \$1,000.

However, the result of the enquiry developed the fact that the average retailer bases his selling prices on a mark-up of around 50 per cent. on cost. If every pair of shoes sold readily and carried the full profit it might, of course, seem a little high, but the newspapers pay no attention to the fact that there are shelf-warmers, odds and ends and out-of-style lines in every store that must be disposed of at a loss and it is only to meet these losses and bring out a fair balance on all lines that the retailer in many cases puts on a little higher profit on good selling lines. The average shoe retailer is not making more than a fair and honest living; as a matter of fact it developed at the Ottawa enquiry that many were actually losing money.

Mr. N. B. Detweiler, of the Hydro City Shoe Manufacturers, Kitchener, gave evidence as to the cost of manufacturing and stated that the profit on an average amounted to about 6 per cent. or less than 10 cents a pair. Mr. Thomas Sullivan of the E. T. Wright Company, St. Thomas, stated that their average profit was 8 per cent. on turnover. Mr. T. H. Rieder, of Ames-Holden-McCready stated that the average profit on a pair of shoes was from 10 to 13 cents a pair.





## Important Event in Canadian Shoe and Leather Industry

An Uncommon Opportunity for Retailers to View Collective Styles Exhibits, Get Acquainted with Manufacturers and See Shoes, Rubber Goods and Leather in the Making — Can You Afford to Stay Away?

**N**O more important aggregation of shoe manufacturers, tanners, and allied lines has ever been brought together in Canada than will be found at the First Canadian Style Show to be held at Kitchener, July 21 to 26. The retail shoe merchant who is observant, who keeps in touch with the affairs of the world and in particular with the affairs of the shoe industry, will realize the advantages that may be derived by visiting Kitchener during this week and getting in closer touch with the efforts of our Canadian shoe manufacturers.

Not alone will he have the opportunity to inspect collectively the different lines of shoes on exhibit but he will also have opportunities to



Mr. C. A. Ahrens, well-known Kitchener shoe manufacturer and president of the Kitchener Style Show Committee

learn about the actual manufacturing process of shoes, rubbers and felt goods. He will be able to talk to experts who will tell him facts about manufacturing details, costs and materials. He will pick up suggestions that will be helpful in his retailing—most assuredly he cannot fail to derive sufficient benefit to repay him for spending the week, or some part of it, in Kitchener.

### Keep Posted on Trade Conditions

Just at the present time the shoe industry is characterized by various uncertainties—the limited supply and high price of leather, the lab-

or situation. These all have a direct bearing on the shoe retailer, who should thoroughly familiarize himself with trade conditions as well as with the various styles made by the different manufacturers. Perhaps these are conditions you feel could be improved; why not meet the manufacturer and argue your point with him face to face? The man you know now only by signature may turn out to be a real human being and give you an entirely different outlook on your grievances.

In spite of the fact that many connected with the trade were expecting a drop in prices a few months ago, we are facing a constantly rising market. This is a problem that every live dealer is considering. What is going to be the outcome? Rising costs are not necessarily to be regarded as a stumbling block in the way of doing business, but you certainly want to find out all you possibly can about the question. Kitchener manufacturers and exhibitors at the Canadian Shoe Style Exhibition will supplement your knowledge.

### Kitchener is a Shoe Style Centre

Complete information regarding the men behind the Style Show, together with details regarding the various Kitchener factories, appeared in the June issue of Footwear in Canada. There will, of course, be exhibits by shoe manufacturers, tanners, machinery makers and allied trades from numerous outside cities—the show is open to the whole Dominion—but a feature is that Kitchener is a shoe manufacturing centre and the manufacturers will be glad to welcome the retailers at their factories and show them around.

Almost all of the centre space in the Auditorium has been taken by the United Shoe Machinery Company and the Merchants' Rubber Company for working process exhibits. This will be of special interest. Thirty-eight manufacturers have already taken space for exhibits and many more are coming in daily.

A further announcement of interest is that Mr. Fred W. Field, British Trade Commissioner, will speak on "Export Trade" at one of the noon-day luncheons.

### Special Days for the Different Trades

The exhibition opens on Monday, July 21, which will be Exhibitors' Day. Tuesday will

be Manufacturers' Day, and the Lang Tanning Company have arranged to entertain the visiting manufacturers on that day. Wednesday will be Retailers' Day and, as announced elsewhere in this issue, the retailers attending the Canadian National Shoe Retailers' Convention in Toronto will visit Kitchener in a body. The Lang Tanning Company on this day will also entertain retailers and other trade members. In the evening the Breithaupt Leather Company have arranged to entertain visiting shoe manufacturers, retailers, leather dealers, repairmen and allied trades to a picnic supper to be given at the Bridgeport Casino at 5.30. The shoe manufacturers, retailers, leather dealers, repairmen and allied trades to a picnic supper to be given at the Bridgeport Casino at 5.30. The retailers' special train from Toronto will leave about 8 a.m. and return late in the evening. A band will meet the visitors on their arrival at Kitchener and members of the Style Show Committee will escort them in motor cars to the auditorium, where there will be an informal reception. The expenses of the retailers' railway trip to Kitchener will be borne by the Kitchener Style Show. Thursday is to be Jobbers' Day,

and Friday, the last day of the show, will be Allied Trades' Day.

#### Visitors Will Be Looked After

The Reception Committee will properly care for all visitors during the week and see that they secure hotel accommodation. Visitors who come in their motor cars will also be looked after as to garage accommodation. Intending visitors will do well to drop a line to Mr. J. P. Scully, advising him when they will be there, and the accommodation that will be required. The crowd will be large and the committee will have a better chance of arranging things if they know beforehand just about how many will be visiting.

The entertainment committee have promised a big time for the shoemen and we firmly believe the Kitchener men will not allow a dull moment to intrude during the week. Altogether it will be a wonderful opportunity for retailers to study conditions, and at the same time enjoy a little vacation. It will have to be a mighty good excuse that will ease the conscience of any shoeman who thinks he can afford to stay at home.

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## Large Gathering Expected at Toronto

### Plans in the Final Stages—Several Unusual Features Promised—Retailers Should Consider Seriously Before Jumping Into Mass Formation—Unit Plan of Organization with General Secretary Only Solution

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**T**HE Canadian National Shoe Retailers' Convention in Toronto, July 21st and 22nd, will be the event of the month in retail shoe circles. Preparations are practically completed and everything is in readiness for the accommodation of a big crowd of delegates. The convention headquarters will be at the King Edward Hotel—Toronto's finest—and the program that has been arranged includes features that will be of the utmost value to all retailers. Some slight changes will be made in the tentative program printed in the June issue of "Footwear in Canada." Mr. Fred Argall, a prominent retailer of Three Rivers, will likely take up the discussion of "Retail Shoe Store Credits." Mr. F. W. Stewart, managing director Cluett Peabody & Company, Montreal, whose highly instructive paper, "Are You Master of Your Business?" read at the recent Hamilton Retailers' Week was reproduced in our last issue, will very probably come up to Toronto and talk to the convention delegates on "Modern Merchandising Methods." Mr. Stewart has made a close study of retail merchandising conditions; he is a past master in the art of figuring profits and his remarks, therefore, will be profitable.

Gutta Percha and Rubber, Limited, Toronto, have communicated to the Convention Commit-

tee their desire to entertain the members to an automobile trip around the city to be concluded by an inspection trip through their factory where the visitors will have an opportunity of seeing the actual process of manufacturing rubber goods.

One of the big features of the convention, of course, is the trip to Kitchener on the third day—Wednesday, July 23rd—when a special train will be provided by the Canadian Style Show Committee to take the retailers up to the Hydro City where they will be met by the Reception Committee, a brass band and automobiles and conveyed to the Kitchener Auditorium where they will be given a royal welcome to the Style Show. The special train will likely leave about 8 o'clock on Wednesday morning and return to Toronto late in the evening. The Breithaupt Leather Company have arranged a picnic supper at Bridgeport in the evening, the trip to be made by automobile. The Lang Tanning Company also have entertainment plans in hand.

#### Formation of National Association

The underlying object of the convention is, of course, the formation of a Canadian National Association of Shoe Retailers. There can be no question that such an association is badly needed in Canada—the leading difficulty may be in

just what manner the organization details are worked out. As pointed out in our last issue, if an organization of Canadian shoe retailers is to be kept alive and working it will be necessary to appoint a paid secretary who will give his whole-time to association matters; who will travel from coast to coast establishing smooth working relationships between retailers, wholesalers and manufacturers, organizing shoe retailers in the smaller centres and affiliating them with the larger central bodies in accordance with the unit plan of organization suggested in the May issue of "Footwear in Canada." It is upon this plan that the success of the National Shoe Retailers' Association of the United States has depended for its success. Their Constitution provides for the appointment of a field secretary whose duty it is at all times to watch the interests of the Association and do all in his power to promote it through correspondence, personal service to members and by visiting the local, state and group associations. It is his constant and only effort to carry out the aims of the National Association.

The purposes, by the way, of the United States Association are outlined as follows:

"To promote the dignity of shoe retailing by the elevation of its membership to a higher plane; to improve the ethics of the craft by adopting and maintaining wholesome standards of merchandising practice; to encourage contributions to the science of shoe retailing in the form of books, lectures and publications; to stimulate organizations everywhere, having for its main purpose the uplift by education of the shoe retail merchants; to encourage friendship in the trade and to encourage the members to better the ideals of the craft by educational methods; to discourage and eliminate fraudulent exploiters in the shoe trade; to amalgamate the local, state and group associations in a central body as to give the retail shoe merchant a united voice; to secure freedom from unlawful and unjust exactions; to protect its members from unscrupulous and dishonest employees; to promote and enlarge more friendly intercourse between its members and to cooperate with all who desire the welfare and betterment of the shoe trade."

#### A Matter for Serious Consideration

In the United States there are local and state associations, all of which affiliate with the National Association and the National Association is kept constantly on the jump by the paid field-secretary. If the Canadian shoe retailers in convention make the mistake of purely mass formation we cannot see that any of their objects will be successfully attained. We must have a concrete plan of organization on the unit principle with a paid secretary at the helm. It is not going too far to say that no shoe retailer, or group of shoe retailers, can successfully guide the destiny of a Dominion wide association and at the same time carry on their ordinary business affairs. The important task before the coming convention, therefore is not to decide whether they shall organize, but on what basis they shall organize.

## Mr. Scott on the Tariff Question

**Canadian Shoe Manufacturers do not Take Advantage of Protection—Slight Increase in Cost Necessary Because of Duty on Materials**

IN the debate on the Budget in the House of Commons recently, Mr. F. S. Scott, M.P., of Getty & Scott, Galt, Ont., delivered a splendid address on the tariff question, incidentally telling the House something about the tariff on boots and shoes and how it worked out to the advantage of Canada. He sought to show that the manufacturers of boots and shoes did not take advantage of the 37½ per cent., duty, and gave figures to back his contention. Tan calf boots which sold in the United States at \$7.50 were sold by Canadian manufacturers at \$8.25, a difference of only 9 per cent.; gun metal boots which sold at \$7.15 in the United States cost but \$7.60 in Canada, a difference of only six per cent., and vici kid boots, which were sold at \$7.40 across the line, were sold at \$8.35 here, a difference of thirteen per cent. If it were true that the Canadian manufacturers added the 37½ per cent. duty by which they were protected, their prices would be \$10.30, \$9.85 and \$10.15, instead of the prices now charged as quoted above. The reason boots cost more in Canada was because there was a 7½ per cent. duty on hides, a 22½ per cent. duty on upper leather, a 32½ per cent. duty on patent leather, a 25 per cent. duty on sole leather, and a 32½ per cent. tariff on cotton lining.

#### What Canadians Did

To prove that Canadian manufacturers were not extortioners, Mr. Scott said they supplied the Canadian navy with boots at \$5 per pair, while United States manufacturers charged \$5.99 for boots supplied to the American navy. Also, Canadian army boots cost \$5.40 per pair, while American army boots cost, \$6.45 per pair for lighter leathers.

#### Some Take Advantage of Tariff

Mr. Scott held that if the tariff were wiped out it would be adding nine more States to the Republic to the south, because Canadian manufacturers could compete in only a very few lines with their rivals in the United States. Still he was not unreasonable enough to argue that the tariff was a cure for all evils; he did not deny that some people took advantage of it. He believed it would be advantageous to Canada if the tariff on motor cars was so arranged that fewer cars and parts would be imported from the United States. The beet sugar industry had been built up by the protection until in 1919 one-twelfth of all the sugar consumed here would be produced by Canada. Thanks to the protection afforded the sugar industry seven million dollars had been kept in the Dominion and 1,500 people were employed in the industry.

#### Capitalists Get Best of Tax

Moderate criticism of the business profits tax was made by Mr. Scott, who contended it was not sound. He said hard-working manufacturers were obliged to pay more taxes than capitalists with large incomes, who did nothing but play golf all day. In his district manufacturers had been compelled to borrow money from the banks to pay their taxes, while wealthy men with fortunes in Victory bonds and other securities escaped.

## The Sole Leather Situation

Demand for Raw Stock Keeps Ahead of Supply—  
Prices Continue to Advance—Packers are  
Independent

SOLE leather has continued to rise in price and tanners are of the opinion that the outlook for the future is, if anything, for still higher figures. This is quite evident from a letter just received from Mr. Louis J. Breithaupt, president of the Breithaupt Leather Company, of Kitchener. Mr. Breithaupt says:

The demand from home and foreign markets has of late been so strong and insistent that the prices of all kinds of hides have risen to unprecedented high levels, and are still advancing with no certainty as to when the top of the market will be reached. This does not apply to Canada only; it is a world condition. Two hundred million people, four hundred million feet in Europe alone, require shoes and want them as soon as they can possibly be obtained, and it is estimated that about 70 per cent. thereof will have to be supplied by the United States and Canada. The result has been a very keen and acute demand for leathers of all lines for export trade as also for the growing trade of Canada.

Green salted packer hides are now being sold at 42c to 40c per pound and other lines at equivalent prices. Tanners have only recently been selling their

product at less than the new cost of the hides alone, to say nothing of the present exceedingly high cost of tanning and tanning operations, generally.

This fact coupled with the 7½ per cent. war tax on all hides, tanning material, and tanning machinery brought in from the United States of elsewhere during the last four years plus additional cost of New York exchange (now 3 per cent.) with higher wages and shorter hours demanded, needless to say, will not mean cheaper leather, in fact, can have but one inevitable result, viz: higher prices of leather and of shoes, and although the 7½ per cent. surtax on hides has recently been repealed, that does not alter the fact that there are many thousands of hides in tanners hide houses and in process on which the surtax has been paid. Furthermore, the remarkable advanced cost of hides and of tanning materials has not yet been near fully reflected in proportionate prices of leathers.

The surtax still remains on all tanning extracts and on tanning machinery and the difference in New York exchange may probably be more, instead of less, for some time to come as, owing to the abolition of the surtax on essential lines, the imports from the United States are likely to be even larger than heretofore, thus causing a larger balance of trade against Canada.

It now costs five cents per pound to bring dry hides from South America to New York or Boston with very uncertain and unsatisfactory service at that. The normal rate before the great war was 50c. per cwt. This tremendous increase in cost of carriage applies also to tanning materials of various kinds brought

### The Real Diplomat Is the Shoe Merchant



### When He Says "3" He Means "Perhaps"



—Boot and Shoe Recorder.

from overseas. The great increase in American as well as Canadian freight rates also constitutes an important item now-a-days in the cost of leather. Would yet add that all tanning materials have recently advanced again very considerably, and tan bark is now like most forest products about double the price that it was but a few years ago.

How long this condition will last, no one can foretell, but there will not likely be any change, unless still further upwards, during the balance of this year. However, every one must form their own opinion as to this; one man's "guess" being as good as that of another.

It is only fair to add that, although there is now a very great export demand for all lines of leather, the Canadian home trade will continue to receive the prior attention to which it is entitled.

## Glazed Kid Conditions

**Price Advances 15 Cents a Month—Raw Goatskin Market Badly Depleted—No Relief Expected for Two Years**

**T**HE price of kid continues to rise. An Ontario jobber states that his prices at around \$1.25 have all been withdrawn and that he would not be surprised to receive \$1.50 quotations on the new list. At the time of going to press, \$1.35 seems to be the top figure asked by Philadelphia tanners but the leather market is as uncertain as the stock market these days—figures changing radically from day to day. Most of us thought that war time prices would prevail until the end of this year, when they would gradually decline. Instead of that we have seen wartime figures steadily advance and no one can foretell just where the end will be. It is, perhaps, reasonable now to abandon any hope of prices declining at the close of the year 1919, since tanners report in many cases that their entire output is already sold up for the year.

A very interesting letter on the glazed kid situation has just been received from Mr. S. Agoos of the Standard Kid Manufacturing Company, Boston. Mr. Agoos says:

Glazed kid, as well as practically all other lines of leather, has advanced far more rapidly than even the most far-sighted looked forward to several months ago. The average advance on glazed kid for the past two months, has been no less than 15c. per ft., and it has come to a point today in the glazed kid industry, where practically the limit of price depends almost entirely upon the attitude of the seller. The buyer is willing to pay whatever is asked in order to get merchandise for prompt delivery. Most reliable tanners of glazed kid, however, are not trying to take undue advantage of the situation but are simply asking enough to take care of the advance in raw skins plus a reasonable margin for safety in view of the fact that they have to contract for the supply of their skins so many months ahead.

It looks to us that with peace signed and with the influx of European buyers into this country, that the market will advance still further during the next three months.

As far as raw goatskins are concerned, the only available source of supply in quantities at the present time, is from India and even the supply of that market

## Which Do You Do?

Remember that story of the Northerner who asked an old Southern Mountainer what he did all day? The victim of the hookworm replied: "Wal, sometimes we sets and thinks, but mostly we jest sets."

Same way with trade paper readers; some read and think, but many just read. The successful retailer reads his trade paper for what is in it—not simply to pass the time. There is an idea in this issue for YOU, if you care to look for it. Whatever it is, though, you won't find it if you "just read;" you've got to "read and think."

has been drawn upon to the fullest extent during the past few months. From China, we can look forward to nothing until next year, and as far as South America is concerned, the supplies are not large and a part of the supply is being used by tanners in Argentine who are manufacturing a fair quantity of glazed kid there.

There is nothing, therefore, to point to lower prices for the rest of the year but rather to further advances, and with the import restrictions being gradually removed all over the world, we see no prospect in any recession of prices, even for a greater part of next year. However, the fact of the matter is we are sailing on an uncharted sea, all a careful mariner can do, is to try to sail as close to shore as possible.

## Montreal Market Bare of Leather—Shoes Will be Higher for Fall and Spring

**M**ONTREAL shoe manufacturers continue to be very busy, and many are behind with their orders. The main difficulty is to secure a sufficient supply of leather, the market having been swept nearly bare of stocks, owing to heavy buying for abroad, big shoe orders for export, and a very strong home demand. It is significant of the confidence in the future that in Maisonneuve and Montreal additions are being made to the factories of the Macfarlane Shoe Co., Tetrault Shoe Manufacturing Co., Dupont & Frere, and the Parisienne Shoe Co., while the Smardon Shoe Co. will erect a factory on a site acquired some years ago.

The leather and hide situation is unprecedented, with prices on the jump, and higher than ever before known. The end is not in sight, according to Montreal tanners. The advances affect all classes of leather, and consequently the prices of shoes, which have already appreciated, will go higher for fall goods and for next spring. Hides are bringing from 40 to 45c. and this with the scarcity of skins in the United States, explains in part the dearness of leather. Labor costs, too, are high. Some tanners are sold up for months ahead.

The present position is unexpected. Those retailers who looked for lower prices after the signing of the armistice were relying on a broken reed, and those who cancelled in the same belief find themselves obliged to pay more.

## Meeting of Montreal Retailers

Address By Mr. Joseph Daoust—Representatives  
Appointed to Attend Toronto Convention—  
Manufacturers Abolish Selling at Retail

MR. Joseph Daoust, president of Daoust, Lalonde & Co., Ltd., and of the Central Hide & Skin Co., Montreal, addressed the members of the Montreal shoe section of the Retail Merchants' Association of Canada at their meeting on June 12th. Mr. Daoust, in the course of a review of the conditions which have affected the entire markets of the world, referred to his visit to France, with Messrs. Nap. Tetrault and Oscar Dufresne, and to the large orders for shoes for that country which have come to Canada. He pointed out that Canada had made a good name for herself, and he intended to follow that up by having a "Made in Canada" label put on the goods he shipped to France.

The world, continued Mr. Daoust, was face to face with very high living costs, and he suggested that one way to reduce the cost of food stuffs was to restrain their exportation—not entirely, but in part. Then, too, we ought to keep as far as possible our raw materials, and export manufactured goods. It was asserted that one cause for the high price of shoes was the exportation of these goods to Europe. This statement was founded on a fallacy, because leather would be no cheaper if shoes were not exported. The fact was the price of hides was set in Chicago, and Canadian packers followed this lead, forcing tanners to pay the price set by Chicago packers. If the tanners declined to do so, the Canadian hides would simply go to the United States. He was in favor of setting a maximum price on hides and skins, and also putting a restraint on their exportation to the United States, believing that these measures would help to reduce prices.

It was also said that Canadian shoe manufacturers were neglecting the domestic markets in order to cater to Europe. This was not so. Every manufacturer realized that the home market was the permanent market, and that outside buying was of a more or less temporary nature. Mr. Daoust also commented on the extraordinary advance in hides and leather, remarking that in Canada hides had risen 30 to 35 per cent. over the highest prices during the war, and that in the United States calf skins had gone up from 50 to 60 per cent. above high water mark during the war.

### Letter From Mr. Cook

Mr. Ed. Cook, secretary of the Canadian National Shoe Retailers' Convention, to be held on July 21 and 22 in Toronto, wrote asking for a large attendance of Montreal shoe retailers. He continued: "The main object of forming a National Retail Shoe Dealers' Association is to give shoe retailers an organization that can deal directly with issues that arise from time to time either with other sections of the trade or with the Government. You will have noticed that in connection with the proposed investigation into the high cost of living, there has already been a good deal of unjust criticism of the retail shoe trade. It is felt that both in this respect and in handling grievances that exist in wholesale methods, as well as in promoting

better business methods, amongst the trade, there is a great work possible for a general association. There is no intention of interfering in any way with existing organizations or machinery, but rather to strengthen same, and to promote local efforts of this nature all over the country. The tanners, shoe manufacturers, shoe jobbers and in some cases the findings men have now organizations, and the feeling is that it is time the retail shoe trade was in a position to speak for those from coast to coast who are devoting their lives and means to selling footwear."

Messrs. G. Gales, S. E. Wygant, C. R. Lasalle and L. Adelstein were appointed the accredited representatives of the Montreal branch to the convention.

Mr. Adelstein announced the receipt of letters from the following firms in reply to communications from the section requesting that no goods be sold retail:—St. Henry Shoe Co., Geo. A. Slater, Ltd., Dufresne & Locke, Ltd., A. L. Johnson Shoe Co., Slater Shoe Co., Ltd., Dominion Rubber System, Miner Shoe Co., Ltd., Macfarlane Shoe Co., Ltd., Eagle Shoe Co., Ltd., Columbus Rubber Co., Ltd., Ames Holden McCready, Ltd., Tetrault Shoe Mfg. Co., Alfred Lambert, Inc., Theodore Mayer, J. & J. Bell, J. I. Chouinard, Daoust, Lalonde & Co., Ltd., and Dufresne & Galipeau. All the firms promised co-operation in dealing with what the section regarded as a trade evil.

## Toronto Shoe Workers Granted Shorter Week—Means Increased Cost of Production

THE Board of Arbitration, consisting of Nicholas Garland, Fred Bancroft and Judge Snider, appointed to settle the labor difficulties of the Adams Shoe Company, Regal Shoe Company and the Minister-Myles Shoe Company, Toronto, have brought in an award giving the men a 46½ hour week with an increase in wages that will give them the same rate of pay as they formerly earned under the 49½ hour week. The Minister-Myles Company had formerly been working on a 49 hour a week basis, but the other two companies were working 49½. All piece work employees shall receive the same percentage of increase in rates for piece work as 49½ hours bears to 46½, or 49 in the case of Minister-Myles. (This is rather contradictory to the argument advanced by the Union that a man could do as much work in the shorter day. If that were the case there should be no reason to increase the piece work rate.) All overtime is to be paid for at the rate of time and a half and the awards are dated back to the 1st day of May in the case of Minister-Myles and to the first day of June in the case of the Adams and Regal shoe companies and shall continue in effect until the 1st day of November, 1919.

Our understanding is that these terms are not altogether satisfactory to the employers. As evidence of this the arbitrator for the companies, Mr. Nicholas Garland, refused to sign the award. However, the cold fact that is of most interest to shoe retailers is that it means another increase in the price of shoes—ten or twelve cents a pair possibly. This may not seem serious but if there is added to that a similar advance on account of increasing leather prices it brings the cost of shoes up very materially.

# SHOE STREET

## New and Very Appropriate Name Given to Macnab Street Between King and Market

On account of the volume of business transacted by the four modern shoe stores in this block, it has been suggested that the name of the street be changed to SHOE STREET.

**EARLY CLOSING**  
Pulling in line with the national plan of a shorter working day, giving our clerks more time for rest and recreation, THE SHOE STORES ON SHOE STREET WILL CLOSE ON  
Tuesday, Wednesday and Thursday at 6 p.m.

The amount of capital invested in this block in shoes is greater than in any other block in the city and the stocks carried proportionately larger and the prices lower.

### "SOLID-MADE" SHOES

Each store features solid-made shoes, in which is the highest possible grade of workmanship, producing a combination of comfort and style equal to that put in any shoe, no matter what the price. There are strong claims, but they are backed up with the right kind of shoes, whether you want them to stand in or walk in, to dance or talk in.

### STORE SERVICE

If you have never enjoyed the exceptional service given by the SHOE DEALERS ON SHOE STREET, you certainly ought to get acquainted with it right away. You'll find a lot of satisfaction and value in it for you. Their immense stocks of the newest foot modes insure you every possible advantage in the selection of the shape that suits your feet and fits your pocket-book.

### SHOE PRICES

It is the height of wastefulness to buy poor shoes in order to save money, but when you can buy dependable shoes at a dollar or two less than you have been paying, it will be to your advantage to Buy Your Shoes on Shoe Street. Out of the high-rent district, and doing a large volume of business, makes low prices possible.

### "COME AGAIN"

The "Come Again" idea is always uppermost in the minds of the Shoe Dealers on Shoe Street. A single sale is not enough—they want to please you so well that you will come next time, again and then again. That means they must give you the right sort of service, correct style, comfort and value. They do. Try it once and be convinced.

## Shop on Shoe Street Where Satisfaction Is Guaranteed You!

The four prominent McNab St., Hamilton, shoe retailers (Arland, Finlay, Ross and the Market Shoe Store), recently combined in a half page newspaper advertisement calling attention to "Shoe Street." No store names were mentioned, but attention was called to the appropriateness of calling this block "Shoe Street" and well-worded paragraphs emphasized shoe quality, store service, and so on.

# Allied Trade Council's Style Schedule

## Recommendations Recently Made by Committee Representing Every Branch of the Shoe Industry Will be of Interest and Value to Retail Shoemen— Leading Colors to be Brown, Grey, Black and White

AT the recent organization meeting of the Allied Council of the American Shoe and Leather Industries in New York City, composed of members of all national associations, including shoe retailers, manufacturers, wholesalers, tanners, hide and skin importers, last and pattern men and so on, an advance style schedule was brought forward and approved. This is substantially as follows:

### Women's Shoes

It is recommended that styles of low shoes and pumps remain in accordance with existing vogue, that no new styles of lace or button boots be shown for the Spring of 1920 and that oxfords, pumps and pattern pumps be the dominating note for Spring, 1920.

**Colors**—We recommend tans in two shades in calf: A nut brown, a lighter shade. In kid a medium dark shade of brown, avoiding the red tint as far as possible, and a darker golden brown.

We recommend a neutral shade of medium gray.

We recommend the continued use of black kid in glaze, semi-glaze and mat, also black calf and black patent leather.

We recommend black, white, beaver, and dark brown and neutral medium gray in ooze, suede, buck, and side buck.

Whites will be very much in vogue for Summer wear in white kid, carbaretta, calf, suede, buck and side buck, also fabrics. The making up of fine quality canvas in fine shoes should be encouraged.

Satins should be encouraged for dress and semi-

dress wear only. For evening wear metallic cloths will also be worn. A limited amount of bronze will also be worn.

**Lasts**—We still recommend that no new lasts be introduced with more than a size and a half extension and to carry more than a four-inch vamp. Lasts now in vogue to continue.

**Heels**—The use of lower heels in wood and leather, cuban and louis, is recommended.

**Patterns**—We recommend that pattern pumps be shipped untrimmed, so that the customers can select their own ornaments.

**Making**—We recommend that light welts and McKays be encouraged on all pumps and low effects for semi-dress and street wear.

**Sport Shoes**—The sport shoes as now in vogue will continue. Present indications are that midsummer season, 1920, sport styles will come back into their own as strong as they have been in the years past. The lasts should be up-to-date, carrying 9-8 heel. The use of fibre soles and rubber heels having proven successful, should be encouraged.

It is recommended a color card be worked out by the industry similar to that used in the textile trade.

### Color Index

- Men's and Women's Kid colors:
- Dark Havana Brown (like Newcastle No. 1) AC 100
- Darker Golden Brown (minus red tints in both) . . . . . AC 101
- Neutral medium gray (like Grissons 96) (eliminating blue and pink tints) . . . . . AC 102

Ooze leathers, buck and side buck:

Brown (like Lawrence's L. Ooze) ... AC 200  
 Beaver Brown (like Raul's Overgaiter Col-  
 or No. 2 in Box Cloth ... AC 201  
 AC 202

Grey in ooze to match ... AC 102

Men's and Women's Calf:

Dark Brown (like Trostel's 33) (A little  
 more red) ... AC 300  
 Lighter shade of brown (like Gallun's 4).. AC 301

The new numbers prefaced A C implies the Allied  
 Council number of the color.

### Misses' and Children's Shoes

The two outstanding difficulties confronting the retailer on these lines are, first, the difficulty in securing merchandise, and second, the excessively high prices; therefore we recommend that all the efforts of this conference pertaining to misses' and children's shoes be directed towards the elimination of detail, speeding up production, and every intelligent effort possible be directed to the end of holding down costs.

**Materials**—The materials in the order of their importance will be tan calf and side leathers; black calf and side leathers; black and tan kid; patent leather; white canvas; white buckskin, and white side buck.

As regards tan, the Committee make an important recommendation that the effort on the part of manufacturers to follow the cocoa and mahogany trend in men's and women's shoes, be discontinued in connec-



tion with misses' and children's shoes, as experience shows that the demand from consumers is for the medium shade of tan in misses' and children's shoes.

The extremely high price of leather and what we believe to be a too low differential between the price of grades A, B, C, and D, has caused a demand from makers of men's and women's shoes almost universally for the higher grades, causing a scarcity of the higher grades as against demand and a frequent surplus of lower grades. We, therefore, recommend that the tanners give some thought in the interest of the trade, it being well to secure their co-operation by marking down the lower grades correspondingly to make a larger differential which will allow manufacturers of misses' and children's shoes to use this poorer cutting surface on the smaller patterns of the children's shoes.

**Lasts**—The development of misses' and children's lasts has been so well conducted along foot form and orthopedic lines that we recommend no change and no addition to the already existing lasts in these lines.

**Patterns**—On boots there are two heights that please the consumer so well that we recommend that they be standardized and that two heights only be considered—the so-called "regular cut" and the "pony" or three-quarter high cut.

On boots, lace, blucher and button will still hold

good, and in the low cuts, lace oxfords and blucher oxfords, ankle ties, strap pumps, barefoot sandals, will continue to be in the largest demand, and no additions are desirable or necessary, except that there has been this season a strong demand for the strap Roman sandal, and this shoe can be developed for 1920 and result in an extra sale to customers during the season.

**Play Shoes**—We recommend to retailers and manufacturers alike that while materials and labor force the price of high grade children's welt and turn footwear so excessively high that we give due thought to the importance of developing play boots and oxfords of the cruder and heavier materials, less expensive, in some cases semi-by-products, that they be made every possible item of labor eliminated, and that consumers be urged to buy these less expensive shoes for play and school wear.

### Men's Shoes

**Colors—Leathers**—We recommend that the color and shades of leather should tend to lighter shades of tan. That Cordovans always finished dark should be brought out with more life. The darker tan calf shades now in vogue should also be lightened up.

It is the belief of your Style Committee that when lighter shades of tan are promulgated more blacks will be used. In kid a medium dark brown will be a good shade. "Freak leathers" of every sort not here described should be avoided.

**Lasts**—There is an insistent demand for an extreme narrow toed last ranging from 2 to 2¼ sizes over standard, the flat forepart and narrow shank with 1-inch heel. Present lasts should be continued. The largest call is for medium toe not exceeding 1½ over standard.

An "after-the-war" last is a good suggestion. Much appreciated by young men is a medium full toe, broad tread and slight toe spring carrying 7/8 inch to 1 inch broad heel with extension sole. This last should be built with two prime considerations. It should be a young man's type with plenty of snap and yet with room enough to take care of the muscled up feet of the soldiers.

High toed lasts are taboo, and all staple lasts of this character should be refined by reducing the hump.

**Patterns and Punches**—We recommend injecting more style features for the young men's trade—opening the way for generous perforations, fancy patterns with pinkings and some brass eyelets. Use of certain foxings and small pieced patterns are good and make both for economy and effect.

Wing tips and the so-called brogue oxford will be in good demand for Fall and Winter wear in combinations with snappy woolen hose.

### National Convention Next January

**T**HE next annual convention of the National Shoe Retailers' Association of the United States will be held in Boston, January 12 to 15 inclusive, 1920. The convention sessions will be held in the Grand Hall of the Mechanics' Building, the whole of which has been leased for the occasion. It is anticipated that fully 300 displays of footwear and allied shoe products will be shown and the entertainment committee will have a program unsurpassed in the history of the association. It is anticipated that fully 5,000 shoe retailers from all parts of the continent will make the trip to Boston for this convention.





The Hiltz store in Dartmouth, N.S., has a prominent location

### From Parcel Boy to Proprietor

**M**R. F. D. Hiltz, boot and shoe merchant, Dartmouth, N. S., started to work as a parcel boy thirty years ago in the store he now owns. The owner at that time was the late John Allen, who sold out to Mr. Hiltz in 1911. Under a policy of "satisfaction to the customer" the business



Mr. F. D. Hiltz

has grown rapidly and Mr. Hiltz now numbers among his customers an ever-increasing number of people who appreciate "service." The store has just been redecorated, new ceilings put in, and the store painted from end to end. The stock is orderly and well arranged so that no time is lost in locating any particular line. Mr. Hiltz employs two salesmen and is al-

ways on the job himself. A credit business has been done to some extent in the past but it is the intention now to eliminate this altogether and do a strictly cash trade. The store is well located at the head of the ferry and the "Hiltz" sign is prominently before passersby. Mr. Hiltz is a past master of the Eastern Star Lodge, A.F. & A.M. and has sold many similar offices.

### Larrigan and Shoepack Men Organize

**O**N June 17th a meeting of shoepack and larrigan manufacturers was held at the Windsor Hotel, Montreal, when an organization was formed under the name of the Canadian Shoepack and Larrigan Manufacturers' Association. Among those present were Messrs. R. M. Beal, W. A. McLellan, H. T. McKenzie, P. J. Borbridge, A. A. Arnaud, A. S. Gendron and A. E. Copeland. It is felt that a closer feeling of relationship should exist between the manufacturers and that much benefit will result from organization. A Constitution has been drawn up and the officers elected are as follows: President, R. M. Beal; vice-presidents, Charles K. Palmer and W. A. McLellan; secretary-treasurer, P. J. Borbridge; executive committee; A. E. Wry, A. B. McKenzie, J. D. Oulette and A. S. Gendron.

### Trade With the United States

For the nine months ending March, 1919, Canada exported to the United States hides to the value of \$5,455,368. Cattle on the hoof for the same period is valued at \$30,099,405. The total of exports of all kinds, for the nine months, is \$366,944,137, while the total of imports amounted to \$621,911,979.

Bids received by the U. S. government for 250,000 army shoes of different styles, range from \$6.45 to \$7.20.

**The West Agrees With Him**

**M**R. W. B. Jones, proprietor of the Quality Shoe Store, corner Albert and Dewdney Streets, Regina, was born in the township of Plymouth, in the county of Lambton, in 1860. His early business training was with the Smith and Climie in the village of Wyoming. Later, in the fall of 1892, he started in business in that village in partnership with Mr. Blaques who retired from the firm in



Mr. W. B. Jones

1900. Mr. Jones carried on the business until the spring of 1910 when he sold out on account of ill-health and went west. He started in business in Regina in 1915 and in a letter to "Footwear in Canada" a short time ago states that he now tips the scales at 220 pounds. His name still remains on the side of his old store in Wyoming and the people there say it will remain as a permanent memorial to a good business man.

**Who is Responsible for Shoe Fashions?**

**T**HE Cobourg branch of the Ontario Women Citizens' Association has passed the following resolution about styles of women's footwear:

Whereas, we have noticed in recent newspaper reports, the complaint of the shoe manufacturers that the high cost of shoes is due in part to the frequent changes of fashions or fads in women's shoes;

Therefore, be it resolved, (1) That we suggest to the various women's organizations the desirability of an educational campaign in regard to fashions in shoes, partly in order to lessen the cost of production, but chiefly because of the injury to health resulting from the present anomalies in footwear.

(2) That we bring to the attention of the manufacturers the fact that during the last few years there has been an increasing demand for a moderate, sensible shoe, conforming to the lines of the foot, but of good quality in material and workmanship, and that this demand has not been satisfactorily supplied.

Furthermore, we consider that while the prices of adults' shoes are exorbitant, the prices of children's shoes, which do not change in fashion, are even more unreasonable in proportion to their value, and

(3) We wish to state to anyone interested that it is

an open question whether the frequent changes of fashion in either women's or men's apparel are due to the demands of the wearer or to the deliberate plans of the manufacturers for increasing sales.

**Four Years' Advance in the Price of Shoes**

**T**HERE are three factors that have figured largely in the increase in price of footwear—materials, labor and distribution. Materials have increased approximately 120 per cent. in women's footwear and from 80 to 100 per cent. in men's. The approximate increase in the price of the different kinds of leather is shown by the following table. The prices are per foot.

	1915	1919
Black calfskin . . . . .	.30	\$1.00
Colored kid . . . . .	.33	1.10 to 1.50
Black kid . . . . .	.24	.80 to .90
Tan calfskin . . . . .	.32	1.05
Oak sole leather . . . . .	.37	.90

Labor has, of course, followed the upward trend along with other lines of trade and distribution costs have increased in like proportion also.

**Mr. H. S. Campbell, of Fredericton**

**T**HIRTY-TWO years ago, Mr. H. S. Campbell, shoe merchant of Fredericton, N. B., started in the shoe business as parcel boy with the late Nelson Campbell. He remained with this firm until the death of Mr Campbell in 1903 when he continued as manager



Mr. H. S. Campbell

of the estate and finally bought the business in February, 1904. Mr. Campbell is one of the prominent retailers in the Maritime provinces; is president of the Fredericton Board of Trade and a Past Master of Hiram Loade, No. 6 F. & A. M.

**Those Old Accounts**

Mrs. Youngbride (at the grocer's)—"I'll take a few of those beets if they are live ones."

Clerk—"Live ones, Ma'am?"

Mrs. Youngbride—"Yes. I must have live ones. I heard my husband say he has no use for dead beets."

# Shoe Sharks Are An Ever-Present Evil

Wonderful and Unheard of Bargains, But the Customer Never Gets His Hands on Them—These Stores Always “Just Out of the Size”—Organized Effort Needed to Combat This Menace

HERE is always with us a certain class of individual who has been gifted with a more than ordinary supply of cross-eyed craftiness and who believes that the general public exists only to be flim-flammed. We have examples of this every day in the numerous stores that are opened for the purpose of disposing of “bankrupt stocks,” “entire manufacturers’ outputs” and so on. These concerns depend a great deal upon their advertising and window displays and very little upon the real value they have to offer the buyer. Doubtless they figure they are “here today and gone tomorrow” and that “caveat emptor” as a slogan is a good one.

The method generally followed by these people is to advertise wonderful and unheard of bargains and also to show these bargains in their windows, (this by-the-way shows the value of advertising and window display) but rarely does the customer ever get a chance to really purchase a pair of these money-savers. Here’s how it is worked in one Toronto store—an actual experience.

A man stopped and looked in the window where he was attracted to what appeared to be a good bargain marked at \$5.95. He entered the store and described the shoe and asked to be fitted. The salesman took his measure and brought out a pair that happened to be all right for size and the customer said he would take them, offering a \$10 bill. The salesman came back with the wrapped shoes and \$2.05 change. The customer looked at it and asked what it was. “That’s your change,” said the salesman. “Do you know how much I gave you?” asked the customer. “Do you remember that it was a \$10 bill?” Yes, the salesman did and assured the customer that \$2.05 was the correct amount of change. “But,” the customer persisted, “do you

recall the shoe I asked for and described very particularly?” The salesman was also wise to this. “And do you know the price they are marked in the window?” Yes, the salesman knew that too, but unfortunately they were just out of his size in that particular line and the shoes he had tried on and purchased were a much better kind and well worth the difference in price.

The customer saw the game immediately and demanded his money back but the salesman was inclined to argue the point a little. Finally a man came up who seemed to be the proprietor and the case was explained to him. “I’ll tell you mister,” he said, “I’ll make the shoes a dollar cheaper—\$6.95—will that suit you?” “No,” the customer replied, “if you offered me the shoes for twenty-five cents I wouldn’t take them and if you don’t hand back that \$10 bill inside of one minute I’m going to wreck your till and get it myself.” Seeing that he meant business and was a man of no mean physical structure, the proprietor evidently concluded that discretion was the better part of valor and surrendered the money. The customer then entered a reliable shoe store where he related his experience in the first store, which happened to be just across the street.

## Mythical Bargains

That is a fairly typical example of the way these people try to put it over the public.

Another actual experience related to us concerns a different store, longer established and which is in the habit of using newspaper space to advertise “bargains.” A woman in a neighboring town, some fifteen miles away, was attracted by three items in the advertisement of this store as she had three children of different ages and each of the three items were suitable



Three of this season's offerings by C. A. Ahrens, Limited, Kitchener, who make a splendid line of shoes for children, youths and misses

for them. It was stated that all widths and sizes were available in all items so early the next morning the woman journeyed to the city and entered the store, with the advertisement in her hand, about twenty minutes after opening time. The first item she asked for was the misses' shoe advertised at \$5.95. This was for her eldest girl. The clerk brought her a shoe in size two, very narrow. The girl's foot called for size 6, very wide. "You can see that is too small," the woman said. "Please bring the proper size."

The clerk, however, came back with the old stall: "I'm sorry, but we're out of that size; we've had such a run on them, etc., etc." The customer, being a business woman herself, was a bit doubtful. There was no evidence of unusual activity in the store and it was only a few minutes after the place opened. The clerk now re-appeared with a shoe of the proper size which he explained was only \$8.50. "But I don't want to pay \$8.50," the woman protested. "You advertised those shoes at \$5.95 in all sizes and widths." The man went away and there was evidence of whispered consultation with other men around and finally he came back and said again they had been entirely sold out.

The customer then gave her attention to the next advertised bargain which would do for her second eldest boy. The same little story was told her—they were out of the size, only this time the clerk told her the advertisement was a mistake; they should not have said "all" sizes and widths. Just to see what would happen the woman then asked for the third item—an entirely different line and size. In this case also they did not have the size, so she asked to see the manager. That gentleman, it turned out, had not put in an appearance yet. The "next in charge" was the man waiting on her. "And you mean to say," the customer asked, "that in spite of the fact that all of those shoes were advertised in all sizes and widths, you haven't got a single pair anywhere near the size I want?" Yes, that was it—big demand—all cleaned out first thing in the morning, but—they had plenty of shoes at "slightly different" prices, the slight difference being a matter of three or four dollars. However, the customer would not listen to anything further and went to the reputable retailer who told us the story. With him she left about \$35.00.

In the long run this class of store probably shows the customer the wisdom of trading with reliable retailers and paying fair prices but there is no question also that they do a great deal of harm by leading some of the people to believe that \$4.95 or \$5.95 is all a good pair of shoes is really worth. They advertise all styles, sizes and widths—falsely of course—and there must be a certain percentage of people form the impression that the ordinary retailer is making a tremendous profit.

#### Quality and Service Minus

A Toronto clothing man wondered how it was stores could start up and make "all wool" suits to order for \$17, \$20 and \$22, when he himself could not begin to offer a suit of any worth at all for that figure. So he sent up one of his salesman to buy a \$20 suit. The order was taken and the suit promised faithfully for the following Saturday. The man went up at the time specified and after waiting about twenty minutes in the store was sent up to the first floor and told his suit would be up there. He was given a number which it was said would be on the suit. Two men were on this floor, apparently for the purpose of locating the suits which were spread around in piles on tables. The cus-

tommer gave his number to one of them who make some pretense at looking for it and then resumed his task of hanging some clothes on hangers. The customer reminded he was still waiting and the fellow replied: "Well, I ain't the manager here. You'll have to wait and see him." The customer waited and finally, after being in the store about an hour, was told the suit wasn't ready. To make a long story short, he finally got the suit after three more trips to the store and considerable running up and down from the first floor to the ground floor. The suit itself was worth just about the price paid, or perhaps less. The cloth was not "all wool;" the button holes were so poorly made that they lasted two days; the lining was of poor quality and badly soiled; the vest had no shape whatever and had to be entirely re-made; the whole suit went out of shape inside of a week.

There you have about the whole sum and substance of sensational advertisers. They are a fraud, first in service and, second, in value. The stuff these people sell as a rule is comparable with "synthetic" diamonds—all right under the bright lights but no good under the test of wear. Sooner or later most of the people



get onto their curves and they finally go out of business. The exasperating feature of the whole thing, however, is that other unscrupulous dealers start up in their place and the public, again influenced by the glamor of misleading advertising, goes through another period of costly enlightenment.

A strong association of shoe retailers could direct their activities in this direction. At present there does not seem to be anything to do. We have a Retail Merchants' Association but, although they have taken several matters up with the chief of police, we do not believe sufficient energy is devoted to seeing that the police follow cases up as they should. We have in mind just now a case where a shoe dealer advertised "Silk Stockings 19 cents." They proved to be a cheap grade of mercerized cotton—seconds, or factory rejects. The Retail Merchants' Association laid this matter before the police department but, to the best of our knowledge, no further action was ever taken.

A number of United States cities have demonstrated that fraud and deception in business can be reduced to a minimum, but only by thorough organization of the legitimate dealers.



There is nothing like getting hold of the "other fellow's" viewpoint. New ideas put "pep" into your system and help you build new business. Attend the First National Shoe Retailers' Convention

# Turnover is the Vital Element in Retailing

Factors in Rapid Selling are Variety, Desirability, Price and Quality—Neglect Any of These and You Create “Sales Resistance”—The Real Merchant Finds That the Purpose of His Business is “Service to the Public.”

By Mr. Fletcher Sparling\*

**E**DUCATION undoubtedly contains the answer to many great questions we are called upon to solve to-day, not only in our business, but in our community and national affairs, and the amount of original thinking a business man has had to do the past year equals perhaps the ten years preceding it, for it is the duty of “every patriotic business man and every good retailer” to think for himself, deeply and constructively, not only of his business, but of his country’s affairs, for the success of his business hinges on the prosperity of the community in which he lives, and he must know and understand these things.

Let us endeavor, as clearly as we can, to understand the principles of “turnover.”

It is not my intention to tell you what education is, but rather of some of the benefits we get from it. Education trains our minds to bring home the correct answer, to conclude correctly, to form sound judgment and decisions; it assists us from forming conclusions based on prejudice, enables us to grasp the principle or the basic factor of a subject.

The word “turnover” may be a comparatively new word, that is, a new expression. “Retailing,” in fact, as we understand it to-day, is not a very old expression, and on looking up the word “turnover” to see what our old friend “Webster” has to say about it, we find that he explains it, among other things, as “the act of turning over.”

Going further into this, we are obliged to look up the words “turn” and “over.” “Turn,” meaning to move round in a circular motion, revolving, perpetual, either partially or entirely. For instance, “conditions of peace turn on events of war.” In retailing we would say, conditions of stock turn on events of sales. On taking up the word “over” we find that Webster says “over” indicates “above in position, implying movement.”

## What is Turnover ?

Now, let us not allow this thought “movement” to escape. “Over” therefore means “above,” in movement,” such as “an automobile goes over the hill.” Webster does not mention anything about an automobile going over a hill—there were no automobiles in his time—but I want to apply the thought because of the power which causes the automobile to go over the hill, and because to-day in business wheels are driven, not pulled, as they were in Webster’s time. Combining these two words “turn” and “over” into “turnover,” therefore, implies “going over something”—in the case of the “automobile going over the hill” there was resistance to “turnover” and we must, therefore, keep in mind the importance of the movement of “turnover” continually or perpetually, turning over, or rolling over. This is the principle we would understand from Mr. Webster.

Applying the principle in the retail business, I would like to call attention to some of the resistances to “turnover.” For instance, there is resistance piling up

in front of the retail merchant to-day, chargeable to lack of education, or knowledge of the game.

Earlier in these lectures the point was brought up that in the advanced principles of retailing we were talking over the heads of the smaller merchant. Those of you who attended that lecture will recall that before

Now we find that the small merchant is in principle no different from the large merchant, it being largely a question of distribution of responsibility and authority, the large merchant distributing his authority and responsibility over many people in an organization, which in turn must act as a unit, yet the principle of buying and selling of merchandise is much the same with the merchant who has many or few employees.

Suppose we endeavor to bring this thought out a little clearer and say that the small merchant (the man who does a large portion of his own work—perhaps all his work) has contained in him the same functions and responsibilities as his big brother, the large merchant having grown from a small merchant by reason of a broader understanding of the basic principles of the game. He, too, was small at one time, but has grown large because he has followed the principles carefully, just as the educated or trained mind follows a principle.

Take a great merchant, for example, like Marshall Field. What is the difference between a man who accomplished what he did and the smaller merchant who has also tried his best? One of the great differences, no doubt, lies in the ability of the big merchant to readily grasp the principles of the game, and to be able to follow them through to a conclusion.

“Turnover” would, therefore, seem to be a matter of turning over stock against resistance, which brings us in touch with sales as the power that turns the stock over. You cannot turn stock without sales, neither would we have any profit, and hence no need for figuring profits without sales. We would also have no need for perpetual inventory without sales, consequently, to proceed along the line in search of the basic factor of merchandising, we will make a memorandum that “the basic factor of merchandising is sales,” remembering there is no turn-over possible without them. As further evidence that the sale is the basic factor, percentages of expense, wages, rent, etc., based thereon, and analyzing sales in turn bring us to study factors in a sale, which we find are three, and each of them must be present and take part before any sale is made.

## The Customer is Boss.

The first factor in a sale is the customer—do not forget that the customer is always first. Some of you will recall, in recent years, seeing a sign around offices and shops which read something like this—“If you want to know who is boss here, just start something.”

Now, if any of you do not believe that the customer comes first—is the boss—in things pertaining to

\*Gen. Mgr. Hudson Bay Co., Winnipeg.

the welfare of your business, just start something with your customers and see how quickly they will cut off their patronage and your profits.

Yes, the customer is a factor—the first factor—of a sale. The second factor is the sales force; don't allow that word "force" to escape us. It is force that drives the automobile over the hill.

It has been explained by mercantile minds entitled to respect that good customers are rarer and more difficult to secure than good sales people, and that enthusiastic, efficient salespeople are more difficult to obtain than good merchandise, yet this is no reflection on the merchandise.

It is just as necessary—as it always has been—that the merchandise shall be right, correct in every detail, contribute a satisfactory service to the purchaser, the kind of merchandise that enables the salesperson to look customers in the eye and with a clear conscience tell them it is good, and enables sales people to tell customers others things about the merchandise truthfully, which they—the customers—are anxious to know.

Now, let us not forget the three factors in a sale—  
Customer . . . . . First  
Salesperson . . . . . Second  
Merchandise . . . . . Third

I shall not attempt to go far afield in this study of the customers or the sales force, but would like to discuss with you somewhat about the factors that influence "turnover." For instance, there is variety. What influence has "variety" on "turnover"? Let us illustrate. I went into a shoe stock not long ago to check it up, and on going over the merchandise, if I remember correctly, there were some sixty-three lines of shoes at \$6.00 per pair, whereas the average successful shoe merchant will hesitate to stock more than six to 10 lines of shoes at one price, from which it is plain that this merchant was not only competing against himself in carrying a great many lines of shoes, possibly fifty lines of shoes unnecessary to required variety, and as such piling up a huge resistance to "turnover."

A distinct lack of familiarity of the public demand must exist in the mind of the merchant who buys fifty lines of merchandise not required, yet sufficient variety must exist in every stock, "variety" being a factor in "turnover."

The real merchant has found that the purpose of his



business is service to the public, and that unnecessary lines of merchandise only tie up his capital, reduces his turnover without assisting him in any way to serve his customers.

**If a Line is Unnecessary Get Rid of it**

Therefore, if we have even one line of merchandise unnecessary in our stocks, get rid of it, better still, do not buy it in the first place. We must study carefully and accurately as possible the public's requirements

**The Manufacturer Speaks**

Here is a good customer, said a manufacturer, unburdening himself to us a few days ago, to whom we say: "Pay us in thirty days and you can take off so much." What does he do? He sends us a cheque two months afterwards and takes the thirty-day discount. That discount may be a little thing; in itself it may not amount to much, but it is just big enough to prevent us from feeling toward that customer as he wants us to feel. Our discounts are fair, but if one man takes the thirty-day allowance sixty days afterwards, why shouldn't all of our customers? And if everybody did it what in the name of the nine gods would be the sense of our offering a bonus for thirty-day payment?

and do our buying on that basis. Then again, if a merchant has ten lines of merchandise that covers pretty accurately his public's demands, is it not vastly better to concentrate on those lines than to distribute our energies over lines unnecessary, for the smaller number of lines the more we can buy of each, hence get better terms on the goods, and from every standpoint serve better the interest of our public and of our business.

Variety we must have, of course, in order to accomplish "turnover." Sales will not come unless variety is right, and while we have devoted a good deal of attention to the lines necessary, we must not forget the danger of "over-buying" necessary lines, for it is so easy to "over-buy." When goods begin to move rapidly, how natural it is to become unduly optimistic and on the spur of the moment decide that we should have more of the particular goods that happen to be moving rapidly, big variety, big quantities, yet big variety and quantity may pull down our "turnover" unless stock is moving rapidly. In other words, the more goods we have over our demand, the lower the "turnover." Excessive buying defeats its own purpose.

Another factor in "turnover" is "desirability." For instance, we find ourselves with merchandise, bought in good faith, yet it does not sell. Why? It is not desirable, you say, hence it does not serve to meet the public demand. The goods may be new and fresh, we even cut the price in order to sell them, yet somehow they do not go. On the other hand, merchandise that is selling freely seems very desirable to the purchaser. What is the answer? Well, the answer is one of the things we are going to write down in our notebooks, namely, that "desirability is the only known measure of value."

We have splendid stores, excellent sales people, yet the public will not buy our goods unless those goods are desirable. At the same time we must bear in mind that the public learns much of this desirability from the sales force, that is, the sales person with force of character, who knows the goods, knows the game, plays it according to ethical rules, and by the same principle that propels the "Automobile over the Hill" forces, through the channels of sales, the merchandise to "turnover."

Price, too, is a factor in "turnover," but not the basic factor. Goods must first be desirable before price

has great interest to the purchaser. The point I am coming to can be illustrated by the following incident:

I know intimately a business man who is of the domestic type. One of his great pleasures at the close of the day's business, and after the evening meal at home, is to put on his smoking jacket and slippers, and taking up the evening paper, sits down with his favorite cigar. You would recognize him as the picture of contentment. Now, it so happened that our friend smoked one particular brand of cigar, it was good stock, and the flavor very satisfying to him. When one box of cigars became empty, it was the custom of his good wife to order another box, consequently she, too, became familiar with this particular cigar, also the cost.

One day, when this good lady was down town shopping in a certain store, she saw a box of cigars about the same size and appearance, and apparently much the same kind of cigar her husband smoked, but with a price ticket of \$1.29. She knew well her husband's favorite cigar cost \$4.00 per box, for she frequently bought them, and being economically inclined, that \$1.29 sign appealed strongly to her. "Do you sell many of these cigars?" she asked the salesman. "Oh, yes," said he, "we sell a lot of them." Accordingly a box was purchased, the purchaser remarking to herself, "I am going to surprise Robert." She did. Poor Robert, he told me in confidence long afterwards of how he was still keeping a label off one of those cigars to be sure that he would not get any more of that brand.

Now, my point is, that those cigars were not desirable. Robert did not know then, and perhaps does not know yet, the price at which they were sold, he was not smoking price, he was smoking the cigar. The price of that undesirable cigar did not interest him whatever, it was the cigar itself in which he was interested. Of course, had his favorite cigar been priced at \$1.29, then he would have been interested, but as just mentioned, it was the cigar itself which must first of all be satisfactory.

#### Figuring Your Rate of Turnover

There is, in the principle of "turnover" some other features which are important, and which we will discuss before we depart from this subject. For instance, there is more or less misunderstanding surrounding the measurement of "turnover." Most of us, of course, are familiar with the old and somewhat obsolete method by which we inventoried our stock at cost, and divided it into the season or the year's sales, and the result we called "turnover" for the period.

For instance, if we had a stock of \$10,000, at cost, and our sales for a given period were \$50,000, by the principle just mentioned we would divide the sales by stock at cost at inventory and say we had turned our stock five times in said period.

Then came the discovery that the goods were not sold at cost, but at retail or selling price, and I would



like you to make a note on this point, namely, that no goods take part in a sale, otherwise than at the selling price. This is another one of the reasons why the sale is the basic factor.

Merchandise cannot take part in a sale transaction until equipped with the selling price. This selling price may, of course, be less than the cost of the goods, or it may be more, sufficiently more, to show a profit, but in any case the sale price is that at which the goods are sold, and if we are to find the "turnover" we must take the inventory and sales on the same basis, that is, both inventory and sales must be taken either at cost or at selling. If our stock is taken at cost, sales must also be taken that way, although the average merchant or accountant will probably agree that costing the sales volume for the season to reconcile it with the inventory at cost is no easy matter as to inventory stocks at selling in order to have them on a selling basis the same as the sales.

If you desire to take your stock at cost, why not take it as cost at selling? This will always give you the profit rate on the stock and will enable you to divide your sales (which are always at selling) by your stock and thus give you a true measurement of "turnover."

As an illustration. We would start off a year, or a given period, with a stock at \$15,000 at selling, sales for same period being \$50,000. If we are to sell \$50,000 and land our stocks at \$15,000, it is self-evident that at least \$50,000 worth of merchandise must be purchased during the trading period in question.

#### Buy as You Sell

Supposing all of that \$50,000 of merchandise is purchased in the first half of the trading period, or the first month of it, two things at least would happen. First, the purchases would have to be paid for before much of the merchandise could be sold, which in turn would require a visit to the banker, involving interest, etc. Second, we would have tied up all our purchasing power, leaving nothing for what is known as "filling in," or sorting purchases which constantly develop throughout the trading season, hence, "variety" suffers. "Variety" in turn always affecting the sales and "turnover," so the valuable thought we get here is that we must keep our purchases distributed as evenly as we can over the season. "Buy as we sell" is a splendid slogan for any merchandiser to keep before him, and it must be remembered that a merchant is never legitimately a speculator.

Let us go a little further in the direction of measurement of "turnover." It will be found that if a limit is established beyond which, we, as merchandisers, would not go in making a season's purchases and still accomplish our sales; in other words, if, when laying

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Pawnbrokers' and second hand dealers' windows are always overcrowded. The better class windows are never crowded. One might reasonably get the impression, therefore, that a crowded window indicates a "cheap" store and the uncrowded window a high-class store.

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out our season's purchasing plans we make our "stock limits" and live up to them, we would be working in sympathy with the principles of "turnover."

Of a man who gets considerable credit for pioneering in the department store world, and who established a great department store in Paris, it is said that early in his career and along about the time he became enthused with the department store idea, he was



Mr. H. Frechette, sales manager, Canadian Footwear Co., Limited, Montreal, who are showing an attractive line of women's, misses' and children's McKays and turns in oxfords, pumps and high cuts.

having dinner one evening with his friend, a banker, to whom he was telling much of his department store idea. Said the banker, "It is a lot of work you are laying out for yourself. Why not go into the banking business and get rid of this trouble, you will get your 7 per cent. per annum without so much worry." To which our friend the merchant replied, "Oh, yes, you bankers get your 7 per cent. per annum on your capital, but my idea is to turn my capital four times a year at 7 per cent." That, said the banker, "is splendid, if you do." Even in the banker's reply, that "if you do" indicated his misgivings as to his friend's ability to accomplish that turnover," and I am passing this along to you as worthy of your serious consideration.

When we speak about turning our stock, we think a good deal, of course, about turning our capital; the two are closely related; we must not neglect capital. A merchant who has his entire season's purchases come in the first part of a season will find the relationship of capital to stock is a most important matter. Capital to your stock is similar to what sales are to your "turnover." They are twin thoughts. They work side by side. They will bear closer acquaintance. Cultivate them. In conclusion, our stocks throughout the trading season must average well, that is, must not at any time exceed a certain point if our average "turnover" for the whole season is to be accomplished.

### Sell at Replacing Cost

**M**ANY retailers," said a Montreal shoe merchant, "are not alive to the possibilities of making profits. They do not take the opportunities presented by rising markets, for the reason that insufficient attention is paid to the cost of goods. Let me illustrate what I mean. A retailer purchased shoes for say \$4.50 and sells at a reasonable profit. He, however, has neglected this important point—that the price of goods has risen, and that when he goes to the manufacturer to replace the line, he will find that he will have to pay considerably more than the \$4.50. My view is that the retailer, having regard to the increased values, could and should have based his selling price, not on the original sum paid for the shoes, but on the sum which it will cost him to replace the goods. Shoe retailers will have to considerably advance their prices in view of the manufacturers' higher lists. It looks as if we will have some difficulty in getting the goods we require, as conditions both as to labor and material are far from promising."

### A Well-Known Shoeman

**M**R. W. J. Stevenson, proprietor of the Imperial Shoe Store, 1780 Hamilton St., Regina, is a well-known figure in western shoe circles. He holds this year his 21st annual certificate in the Northwest Commercial Travellers' Association. During this time he has seen the shoe business grow



Mr. W. J. Stevenson

from supplying the demands such as pebble lace and button at  $87\frac{1}{2}$ c. in case lots and men's at  $72\frac{1}{2}$ c. in case lots to the entirely different level it now occupies. The villages of the plains for which these shoes were made, are now prosperous cities and their demand in shoe styles is equal to that in the larger Eastern centres.



# Toronto Repairers to Have Picnic

Many Will Attend Kitchener Style Show—Prices  
to be Revised



## Shoemen Will Picnic in August

IT has been decided by the Toronto Shoe Repairers' Association to hold their regular annual picnic on Wednesday, August 13th, at Niagara Falls, when there will be the usual program of sports and athletic endeavor.

A number of the members have expressed their wish to attend the First Canadian Shoe Style Show at Kitchener and as many of them have motor cars it is quite likely they will take advantage of the opportunity and combine business with pleasure.

The present working price list of the Association has been discussed and it is felt that higher rates should be secured on some classes of work. Just at present the price list will be taken as a minimum and any member may go above it if he thinks the charge is justified.

## Rapid Increase in the Use of Machinery in Repair Shops

ONE of the outstanding features of the shoe repairing trade during the last five or six years is the application of machinery to repairs. The day of the old-fashioned repairer, doing all the work by hand, is rapidly passing. These men did excellent work but the development of shoe repair machinery and the resulting increase in output and economy is having its effect on this section of the footwear business.

Those in a position to know state that the number of repairers has decreased, but that the trade is gradually passing into the hands of men who are more efficiently equipped than in the old days, and that consequently the work is more rapidly turned out. It is a matter of common observation that in towns and cities shoe repair stores are occupying much more prominent positions than a few years ago. The shops are in many instances well fitted up, a contrast to the back street premises formerly occupied. Then, too, the proprietors are alive to the advantages of advertising, both by way of the newspaper and by way of well equipped stores. Many repairers also carry good stocks of findings.

The "repair while you wait" system is exploited to the full by shoe repairers in the towns and cities, and the large revenue from this source is a sure indication that the system is of value to the public.

The extent to which machinery is being adapted to the business may be gathered from the fact that the sales of outfits by the United Shoe Machinery Co. of Canada has increased 600 per cent. during the last five years, the findings sales being in the same proportion. No doubt a part of the latter have been diverted from other sources. The machinery figures, however, are significant of the tendency towards more rapid output. The shoe repairing business is, in fact, being put more and more on a manufacturing basis, in that

the machinery used is of a similar nature to that employed in shoe factories. As in these factories hand labor has given place to machinery, so in repair stores we see a distinct trend towards the same policy. It is not claimed that this machinery can be economically used for every operation; for instance, such operations such as heel trimming and heel attaching, which are done by machinery in factories, are not of sufficient frequency to warrant the installation of machinery in repair stores, and consequently it is more economical to do the work by hand. Per contrary, stitching say is being constantly done and it pays to employ machinery.

The war had an important bearing on the shoe repairing trade. The high price of new goods caused many people to get the utmost amount of wear out of shoes, and instead of discarding their old shoes, they spent money on repairs. As the prices of goods are advancing the same policy is likely to be continued. Manufacturers say that we must look for still further rises in prices, and those whose incomes are limited will certainly adopt means of making their shoes last as long as possible. Hence, more business for the shoe repairer, and the further application of machinery for the work.

## Points for the Repairer

**B**AD bottom buffing is due to two things, namely, unskilled use of the buffing machine roll and the unevenness of the bottom. In the first case the operator works with main strength instead of with skilful touch, which results in cutting through the grain and what is known as the under grain. Now, in the second case, a bottom that is not well shaped and even in surface cannot be well buffed, the buffing roll not only going through the outside film on the leather, but cutting through the under grain.

The leveling down of the heel will be done easier if, after the worn-down lifts are ripped off the heel, you apply a little water to the remaining lifts.

If a little chloride of calcium is added to the glue it will prevent it from cracking. This is said to prevent the glue from cracking because the chloride is such a deliquescent salt that it attracts enough moisture to obviate this.

The backing of soles is unnecessary when attaching soles to a McKay sewed shoe, as the outer sole takes the place of the backing. Do not channel the soles, but if the McKay sewing will not bed in the leather outer sole enough to be smooth, groove it, and stitch in the groove. Then cement the rubber sole to the outer leather sole in the same way as the split backing is attached in the welted shoes. Before cementing stitch with a lockstitch machine, as the back must not show on the surface.

It is well to consider the temper of the sole and

welt for it is one of the most important things in the repair shop. The sole should be in mull temper and the welt should be sponged on both sides after the old sole has been removed, so both the welt and the sole will be in good temper when the outsole is stitched. This causes good stitching and also good leveling and buffing.

When sewing on fibre soles, one thing to guard against is the use of the round pointed awl. It is the tendency of this awl to crowd or grab the sole, which the operator can remedy by lightly touching the outside of the point of the awl with a fine file.

### Features in a Large Repair Shop

The illustration herewith shows the business office of one of the large Philadelphia repair shops. This is the type of store that is going far towards raising the standard of shoe repairing in the eyes of the public. It



is clean and inviting. All work is done at the back, out of sight of customers and when the work is finished it is wrapped neatly and placed on shelves all ready to hand out. This is surely a great time-saver, since customers in all classes of stores usually come in all in a heap, as it were, while at other times it is particularly quiet.

### Victory Year—Canadian National Exhibition

**T**HIS year will be Victory Year at the annual Canadian National Exhibition, to be held in Toronto, August 23 to September 6 inclusive, and, even though during the war this big event continued to grow better and brighter each year, the present year is certain to eclipse anything that has gone before. The confidence inspired by our success in the war, together with the signing of peace which will almost be a matter of history by that time, makes this prediction conservative.

The advance lithographed hanger, which is just being distributed, is one of the most attractive ever issued by the C. N. E. management. The prevailing colors are red, white and blue. Miss Canada is shown astride a powerful horse, holding aloft the Union Jack, and, standing beside her, a stalwart, khaki-clad Canadian soldier.

The exhibition will be opened by H.R.H. the Prince of Wales, and, among the many attractions, the following are noted. Grenadier Guards Band; Surrendered German U-boat; Canada's Official War Trophies; Canadian War Memorial Paintings; Mammoth Live Stock Show; Tractors; Acres of Manufacturers' Ex-

hibits; Government Exhibits and demonstrations; Four Days of Motor Boat Racing, with Mile-a-Minute Boats; Poultry, Dog and Cat shows; International Photographic Salon. The Grandstand performance will be called "The Festival of Triumph" and will, it is said, be the most gorgeous spectacle ever produced. Scores of other attractions will help to make Victory Year a record-breaker.

## Finishing Room Efficiency Defined

By Mr. F. Robinson\*

**T**HE shoe factory finishing room is one of the most important departments in the factory as its sole purpose is to beautify a shoe and increase its selling value. Manufacturers of all grades of shoes are realizing more and more that a shoe well finished is half sold. The eye must be pleased with the appearance of the shoe before the customer gets interested. Quality in the great majority of cases is only considered after the customers begin to wear the shoes. A great many of our shoe manufacturers today are placing in their factories a purchasing agent and in many cases it seems to be the ambition of the purchasing agent to show to the offices the direct financial saving they are making. They seem to lose sight of the fact that the shoe manufacturer is paying a finishing foreman a good salary and every man in the finishing room has to earn a living wage. All machinery in that room costs money, the power that runs the machines costs money, and the space in the factory where the finishing room is run costs money. All this expense is maintained so the manufacturer can beautify his shoes and make them look as good as his competitor's or better. Good workmanship is commendable and necessary for good results, but many times the good workmanship of a finishing room is defected by the poor material used. Poor material can enter into the chemical mixture of blackings, stains, etc., the same as poor material can enter into a shoe. If you want to cheapen the cost and defeat the purpose of your finishing room the most expensive way to do it is to buy cheap blackings, stains, etc., for no matter how efficient your workmanship may be, cheap goods will fade out by the time they get into the retail store. Quality that will not fade costs more to buy, but you are always putting a good finished shoe on the market that is a constant advertisement to you and is always bringing you new business. The poor material is always defeating the object and purpose of your finishing room, although it costs as much to finish the shoes with cheap material as it would if the best had been used. Quality goods are about the same price everywhere, cheap goods have no standard.

\*Of the Boston Leather Stain Company.

The annual financial report of Ames-Holden-McCready for the year ended April 30, is regarded as very satisfactory. Sales for the year amounted to \$6,229,274, compared with \$4,879,259 for the previous year. A feature of the new president's report, Mr. T. H. Rieder, was the announcement that satisfactory financial distribution of the company's leather shoes could not be obtained without the addition of other lines, and it was therefore the intention to establish a factory for the manufacture of rubber shoes and rubber tires.

In connection with the visit of the shoe-men to Kitchener on Wednesday, July 23, the Breithaupt Leather Company have announced that they will entertain the shoe manufacturers, retailers, leather dealers, repairmen at a picnic supper to be given at the Bridgeport Casino at 5.30.

### Miner Conventions

**T**HIS year the convention of representatives and agents of the Miner Rubber Co., Ltd., was held in two sections, East and West. That of the former was on June 27 and 28, and of the latter on July 7-8. The programme was similar. The representatives met in Montreal and discussed various subjects relatives to sales, etc., and the next day went by special electric car to Granby, when the factory was visited, and the discussion resumed. Luncheon was served in the Miner Club. A return was made in the evening to Montreal. During the stay in the city luncheon was served in the Engineers' Club. The eastern section comprised Quebec and the Maritime Provinces and the western, Ontario and the provinces to the west. Mr. R. H. Miner presided at the discussion.

### Selling Shoes in Sets

**A** SHOE retailer in the South Recently conducted a selling campaign, disposing of "shoes in sets." He brought out in his advertisement the fact that "two pairs worn alternately will outlast three pairs worn consecutively" and advanced the argument that besides the economy of such an arrangement, the feet would be more comfortable. He then followed with the following combinations: "A woman should have a pair of kid shoes for general wear, a pair of patent leather shoes for dress and a pair of gun metal shoes for hiking." "A man should have a pair of calfskin service shoes, a pair of patent leathers for evening wear and a pair of storm shoes for out-of-doors." Prices were given per set and good results were obtained.

### Brantford Repairers Organize

On June 9th the shoe repairers of Brantford, Ontario, held a friendly get-together meeting and formed the Brantford Shoe Repairers' Association. Officers elected for the current year are: Thomas Smith, president; Frank Sheppard, vice-president; and Walt. Stevens, secretary-treasurer.

N. Adel has acquired the manufacturing business of boots, shoes and uppers recently carried on by the late H. C. Wilson, 241 King St. East, Toronto.

## FOOTWEAR FINDINGS

### Happenings in the Shoe and Leather Trade

The Retail Merchants' Association of Saskatoon have inaugurated an Advertisers' Service Department, the purpose of which will be to write advertisements for members; to supply illustrations; design mail advertising; to address and mail envelopes; to write business-building enclosures and to draw up complete advertising campaigns.

R. Fraser, Montreal representative of the Breithaupt Leather Co., Kitchener, has returned to business after several weeks' illness from typhoid fever.

The Citadel Leather Company, Quebec, Que., have been granted a charter.

It is announced that the partnership of the Boston Shoe & Shoe Repairing Company and the Dominion Gaiter Company, Halifax, N.S., has been dissolved.

Harley Sheppard, son of the well-known Brantford shoe retailer, was accidentally drowned in the Grand River recently.

Charles Blachford, of the Blachford Shoe Manufacturing Company, Toronto, has returned from a trip to the Pacific Coast.

The Premier Shoe Repair Stores, Limited, Toronto, have been granted an Ontario charter.

The Hurlbut Company, of Preston, Ont., manufacturers of children's shoes, are opening up a branch factory in St. Marys.

L. A. Guertin, of L. A. Guertin & Company, shoe retailers, St. Hyacinthe, Que., died recently.

The Lang Tanning Company, Limited, Kitchener, Ont., are making a number of new additions to their tannery.

The C. S. Hyman Company, Limited, London, have un-

der consideration the erection of a new tannery to cost \$300,000.

C. H. Baber, 74 Gt. Portland Street West, London, is European agent for the Blachford Shoe Manufacturing Company, Toronto, and also Getty & Scott, Galt, Ont.

We are advised by the C. G. Flynn Leather Company of Boston, Mass., that Harry F. Battey, which has been in their employ for the last four years, is no longer connected with that company.

N. H. Mitchell recently opened a shoe repairing store at 598 Gerrard Street East, Toronto. Previous to going overseas with the 155th Battalion, C.E.F., Mr. Mitchell was in the repair business.

Ephraim Wiseman, Brockville, Ont., who handled boots and shoes and clothing, died recently.

A change is announced in the business of Frank Colosimo, Port Arthur, Ont.

The Mount Royal Rubber Co., Ltd., Montreal, has been incorporated to deal in rubber goods of all kinds, with a capital stock of \$500,000.

W. J. Hatch, shoe retailer, Quebec, Que., has registered.

Pouliot & Paquin, leather dealers, Quebec, Que., have registered.

T. S. Morris, shoe retailer, Hamilton, Ont., is giving up business.

H. S. and M. W. Snyder have purchased the Thomas O'Shea tannery on Main Street, Peabody, Mass.

In their enlarged factory the Tillsonburg Shoe Company will have a capacity of 1,800 pairs a day—an increase of 1,000 pairs a day. This addition will be ready, it is ex-

pected, by September. Mr. Van Gill, of the Tillsonburg Company, will shortly go on a trip to Belgium.

The E. T. Wright salesman recently attended a convention at the home office in Rockland, Mass. Incidentally the Rockland plant is being enlarged and will have a capacity of 3,500 pairs a day.

The finally adopted plans of the Perth Shoe Company for an extension to their factory call for a 40-foot addition and a third storey over all, making their factory about 240 feet by 40 feet, three storeys. The capacity of the plant will be practically doubled, or 1,200 pairs a day. Mr. G. H. Ansley is vice-president and general manager of the Perth Co.

H. J. Sheppard opened an attractive shoe store at 2597 Yonge Street, Toronto, opposite Albertus Avenue, on Saturday, May 31. Mr. Sheppard says the prospects are very bright and he looks for a very high grade trade.

W. T. Campbell has acquired the boot and shoe business of J. E. Windsor, 1050 Weston Road, Mount Dennis, and has also installed a repair department.

E. Ford, formerly of 106 Queen St. East, Toronto, has opened an up-to-date shoe repair store at 1095 Yonge Street, corner Price Street.



Mr. M. Rubenstein has acquired from Mr. S. Ruckenstein the business of the Dominion Leather & Shoe Findings Co., 483 St. Lawrence Boulevard, Montreal. Mr. S. Roodish is the manager.

The New York Modern Shoe Repairing Company, Montreal, recently registered.

C. W. Hagen has retired from the retail shoe business in Kitchener, Ont., and his stock is being sold out by O. J. Steiss.

James R. Burley, shoemaker, Warton, Ont., has discontinued business.

F. W. Knowlton, manager of the United Shoe Machinery Company of Canada, Maisonneuve, paid a recent business visit to Newfoundland.

T. Adair, Vancouver, Western representative of Dupont & Frere, shoe manufacturers, Maisonneuve, was a recent visitor to Montreal.

The Rena Footwear Co., Ltd., has removed from Bleury St., Montreal, to a new 4-storey factory at Maisonneuve, with a capacity of 1,000 pairs a day. The company manufacture women's, misses, and children's McKays. Mr. J. A. Cyr is the manager.

George Emile Bourbonniere, salesman in Gibbins new shoe store, St. Catherine St. West, Montreal, was married June 23rd at St. Louis de France Church, Montreal, to Miss Adrienne Henault, daughter of Mr. Jos. Camille Henault, of Montreal. The bridegroom was for three years with the John Murphy Co., under Mr. Gibbins, the former manager of the shoe department. Mr. Bourbonniere is the son of Mr. Jules Bourbonniere, ex-manager of the Imperial Electric Light Co., the Dominion Light, Heat & Power Co., of Montreal, also of the St. Johns, Que., Waterworks, and now

circulation representative of "Footwear" in Montreal. Our best wishes accompany the happy youngsters.

Ed. Lewis, leather merchant, Toronto, in addition to having the Ontario agency for many well-known leather and shoe findings manufacturers, is also enjoying a good trade in shoe laces, being Ontario agent for the A. G. Mooney Company, Montreal. Good laces during the war were difficult to secure, but Mr. Lewis states that the laces they are getting at the present time are the best quality.

W. Skilling, who has been in the repair business on College Street, Toronto, for the last nine years, has been instructing returned soldiers for some time and is moving to Ottawa.

James Matthews, shoe retailer, 89 James Street North, Hamilton, Ont., has just completed an addition and improvements to his store. Mr. Matthews was manager of Findlay's Shoe Store before opening up for himself. He caters to a medium class trade and has been so successful that the present extension was found necessary.

The Hamilton Shoe Repairers' Association have made an increase of approximately 5 per cent. in their price list.

T. W. Hartt, of the Nugget Polish Company, Toronto, has returned to the fold after wiping out his account with the Huns and has resumed his western trip for the Nugget Company. He rose in the ranks from private to Regimental Sergeant-Major, and has been decorated with the D.C.M. and the Belgian Croix de Guerre.

Lester Levy, manager of the Canadian Shoe Findings and Novelty Company, Toronto, was married on June 10 to Miss Blumenthal, of Montreal, and has just returned from a three weeks' trip to New York and Atlantic City.

J. A. McLaren, of McLaren & Dallas, Toronto, has returned from a ten days' business trip to Quebec and vicinity.

Hugh White, of the White Shoe Company, Toronto, has been on a business trip to Boston.

There are four new names on the board of directors of Ames-Holden-McCready. These are Walter T. Barrie, Kitchener; William Mulock, Jr., Toronto; Major L. L. Anthes, Toronto, and Hugo Wellein, Montreal. Mr. Wellein is treasurer. The other members are: T. H. Reider, president; D. Lorne McGibbon, chairman of the board; Sir Herbert B. Ames, vice-president; Hon. C. P. Beaubien; Hon. Nathaniel Curry, Hon. Wallace Nesbitt, K.C., Toronto; Sir Thomas Tait, Shirley Ogilvie, S. J. Lehuray and T. H. Lane.

The Canadian Footwear Co., Ltd., are about to erect a very extensive addition to their factory at Pte. Aux Trembles, P.Q. It will be four storeys, of mill and brick construction, on a site 50 x 85 ft.

The third annual picnic of the Nursery Shoe Company employees was held on June 21 at Port Bruce, which was reached by boat from Port Stanley. It was a very successful event, largely attended.

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**WANTED—POSITION AS TRAVELLING SALESMAN** for the Maritime Provinces, with well established line. Married man, 36 years of age. Active, and can furnish all references re ability, habits, etc. A. B. C., Box 970, Footwear in Canada, Toronto. 7-t.f.

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#### SELLING AGENCIES WANTED

Canadian or American staple lines in any grade of good selling shoes, and also in findings. Agencies wanted for Montreal or Province of Quebec. Apply Box 50, Footwear in Canada, 119 Board of Trade, Montreal. 7-8

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#### FACTORY WANTED

Small Goodyear Factory, or machinery for same, or would arrange with owner to join business which will stand closest investigation. Output will be sold in chain of stores owned and operated by present company. Give all particulars. Box 968, Footwear in Canada, Toronto. 7



Wherever there is a White Shoe  
there is a customer for



The WHITE CLEANER

*"It Keeps White Shoes White."*

There are two sorts of customers—those that come back for more and those that don't!

Every "Blanco" sale you make  
means a satisfied customer.

"Blanco" makes friends because it does its work well—because it is so easy to use—because it is so convenient—in fact, because it is in every way satisfactory.

It is worth while stocking a line that sells itself, sells quickly, and keeps on selling.

*Order your stock to-day.  
All jobbers have it.*



Sole Manufacturers:  
**JOSEPH PICKERING & SONS, LTD.**  
SHEFFIELD, England.



# HARRY E. THOMPSON

## *To the Jobbers:*

In addition to my other agencies I have just completed a contract for the exclusive Canadian Agency for

## The Creedon Exporting Co. of Boston

When you are in Montreal buying your spring samples, etc., I will appreciate an opportunity of showing you this line of merchandise which consists of Misses', Child's and Infants,' also Boys', Youths' and Little Gents' McKays. It will pay you to investigate.

# HARRY E. THOMPSON

*Manufacturers' Agent*

10 Victoria St., MONTREAL

*Patented  
Dec. 30th, 1913*

*Patented  
Oct. 26th, 1915*

## *Vulco-Unit Box Toe*



Adopted by far sighted shoe manufacturers as the only solution for all their Box Toe troubles.

*Absolutely Water-proof and Perspiration-proof*

# BECKWITH BOX TOE LIMITED

Sherbrooke, Quebec, Canada

# Shoe Laces

*Mercerized*

ARTMOON  
THREADS  
Give  
Satisfaction

Round & Flat, Blacks, Whites  
All Popular Shades  
In all Popular Lengths

Highest  
Grade  
BRUSHES  
and  
CEMENTS

Shipped to you in an Hour's Notice from Quebec, Montreal, Toronto

## The A. G. Mooney Company

Toronto  
Ed. R. LEWIS  
45 Front St. East

220 Lemoine Street, MONTREAL

Quebec  
J. P. PARENT  
611 St. Valier St.

# Fall Styles for the Jobbing Trade

*Selling  
to  
Jobbers  
Only*

Quick and satisfactory selling is always the result of a good stock of our excellent line of leather shoes for Women, Misses, Children and Infants.

Quality and exceedingly good workmanship predominates. Write us regarding your needs.

## Gagnon, Lachapelle & Hebert

*Shoe Manufacturers*

55 Kent Street

Montreal

# Henwood & Nowak Inc.



**BLACKS**  
and  
**COLORS**



95 South Street - BOSTON, MASS.

Tannery : Wilmington, Delaware, U.S.A.

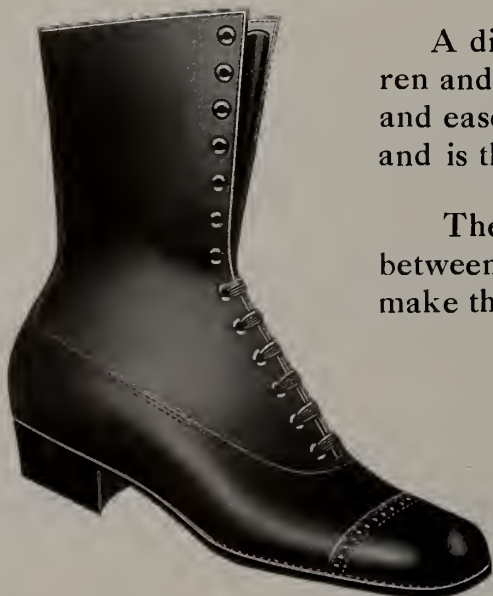
Have You Heard About

## The Globe Pillow Welt?



A distinctive feature in our footwear for Misses, Girls, Children and Infants. It is designed with special regard to comfort and ease for growing feet. The Welt is sewn right into the shoe and is the Genuine Goodyear.

The soft cushion insole, and the waterproof cork filling between the inner and outer soles are two features that help to make these shoes the most popular on the market.



## GLOBE SHOE LIMITED

Factory TERREBONNE, QUE.

Selling Agents

L. H. PACKARD & CO., LIMITED  
MONTREAL, P.Q.





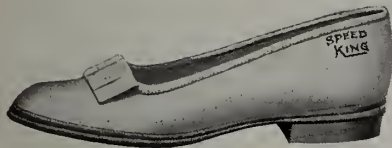
# SPEED KING



## Paramount *for* Summer Sales



The choice of a sport-loving nation. SPEED KING fills the requirements of the people in its variety of styles in rubber footwear for summer use. It is an unwise dealer who allows his stock to run low at any time during this most important season.



*Stock Well and Wisely*

**Any of the following wholesalers can supply you:**

Amherst Boot & Shoe Co., Ltd.,	Amherst, N.S.
Amherst Boot & Shoe Co., Ltd.,	Halifax, N.S.
E. A. Dagg & Company,	Calgary, Alta.
A. W. Ault & Company, Limited,	Ottawa, Ont.
White Shoe Company,	Toronto, Ont.
McLaren & Dallas,	Toronto, Ont.
The London Shoe Company, Limited,	London, Ont.
Kilgour, Rimer Company, Limited,	Winnipeg, Man.
The J. Leckie Company, Limited,	Vancouver, B.C.
James Robinson,	Montreal, Que.
Brown Rochette, Limited,	Quebec, Que.
T. Long & Brother,	Collingwood, Ont.
Dowers, Limited,	Edmonton, Alta.
Amherst Central Shoe Co.,	Regina, Sask.

## Independent Rubber Co., Limited

Merritton

Ontario



LARGEST Leather Remnant and Scrap Leather  
Dealers in the World

## UPPER LEATHER

Boxed Sides, Horse Fronts

Dull and Glazed Goat and Sheep Skins

We have Special Offerings from time to time in  
Remnant Stocks especially adapted to the needs  
of Canadian Shoe Manufacturers.

Spanish and Black Upholstery Remnants for  
Glove Trade

Varied and Large Supply Carried in Stock

Hat Sheep Remnants for Novelty Trade

Various Kinds of Leather for Suspender Trade

# The C. G. Flynn Leather Co.

107 South Street, BOSTON, Mass.

## TO THE JOBBER

————— The Aurora Lines —————

————— The Best Everyday Shoes —————

Popular  
in  
Price

This footwear has an important part to play  
in your business. It is "A Shoe for the People"  
with possibilities as unlimited as the deep sea.  
But the business of the above lines is not only  
in possibilities, their past and present sales  
place them in the position of staples which are  
an established success.

Well Made  
and  
Good Looking

# The T. Sisman Shoe Co., Limited

Aurora ∴ Ontario

# A Shoe Merchant

With a

# Champion Shoe Repair

## Department, said



Every customer for a new pair is a prospect for the repair department.

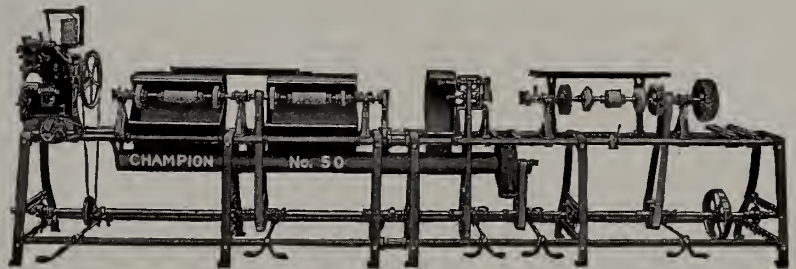
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion Machines are sold outright (no royalty) for cash or on monthly payments.**



Universal Model Curved Needle and Awl Shoe Stitcher — heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

**CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.**

Please send me particulars about a shoe store repair department.

Name ..... Street .....

City ..... State .....



## Get the People "Coming Your Way"

Make your store a place where people will like to go—get them started and keep them coming. Getting them in your store is more than half a sale made.

Every issue of your trade journal is helpful—keep it as a reference.

READ IT THROUGH AND THROUGH  
**FOOTWEAR**  
in Canada

The Best and Most Durable  
Shoe Laces Are Made  
With Our

## Power Shoe Lace Tipping Machines

Textile and Special Machinery  
Harris-Corliss Steam Engines

*Send for Catalogue*

**The Franklin Machine Company**

Engineers Founders Machinists  
189 Charles Street, Providence, R.I.

## For The Kiddies

We manufacture a complete line of McKays for infants, children and misses, which

### Meet All the Requirements of the Jobbers

Investigation will show that we operate an up-to-date factory directed by men of many years' practical experience—ensuring a product whose reliability is unquestioned.

We will show you samples and quote our most favorable prices on request.

ASK US

**Childrens Shoe Mfg. Co.,  
Limited**

11 Belleau St.

Quebec City

# For Stitchdowns, McKays and Turns In Children's Footwear

see the

## ECLIPSE

### Line



Made to give comfort to young growing feet, to yield long wear, to retain its shape and by reason of more simple construction to make lower prices possible. The ECLIPSE line ranges from infants' size 1 to growing girls' size 6, and

offers an excellent combination of smartness and quality. If our traveller does not call, write us.

## The Galt Shoe Manufacturing Company, Limited

Galt - Ontario

# Build Up Sales

with these sterling lines of quality footwear which combine quality and price so attractively that they make a strong appeal to the prospective customer.

MEN'S          WOMEN'S  
YOUTHS' and BOYS'  
Welts and Medium McKays

ALSO

Felt and Rubber Soled Shoes

For Jobbers Only

# LUDGER DUCHAINE

593 St. Valier St.

- -

Quebec

**SHOE-STAMP-SPECIALIST**

**W.D. ARMSTRONG**

ENGRAVER OF FINE STEEL STAMPS & DIES

230 CRAIG ST. WEST, MONTREAL, PHONE 675  
QUE. MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN  
& ADD AN ARTISTIC FINISH TO YOUR SHOES  
WHICH WILL INCREASE YOUR SALES.

ORIGINAL DESIGNS SUBMITTED



**PAN AMERICAN  
KID**

TRADE  
MARK

**PERKINS & McNEELY**  
PHILADELPHIA,  
U.S.A.

*Pan American*


**KID**

Seal Brown and Black

---

**Perkins & McNeely**  
Philadelphia

Canadian Representative—  
**Ed. R. LEWIS**  
45 Front St. E., TORONTO



No 46

## A VALUABLE LINE FOR THE JOBBER


### High-Class Women's McKays

We have the McKay process down to a fine point, and you can realize a generous turnover on the excellence of our product.

Our new lines for men, youths and boys are also examples of well made footwear reasonably priced and capable of keeping up the big sales for which they are noted. Samples will convince you.

# LAGACÉ & LEPINAY

22 ST. ANSELME STREET  
QUEBEC



No. 50

*Largest Manufacturers in Canada*

—of—

## STEEL DIES

for

### Shoe and Rubber Manufacturers

*Prompt  
Service*

*Guaranteed  
Work*

**JAS. CLELAND, REGD.**  
16 St. George St., Montreal



**ST. HYACINTHE SOFT SOLE SHOE  
COMPANY LIMITED**

63 LA RAMBOISE ST. ST. HYACINTHE, QUE.

### Our McKay Sewed and Standard Screwed Shoes

will stand plenty of hard wear. Made on foot-fitting lasts that will give comfort to the wearer and are durable. The range includes—Men's, Boys', Youths', Little Gents', Children and Infants' Black and Beaver Brown Box Kip. Your jobber will quote you prices, or write us direct.

**A. A. COTE & SON, Limited**  
Successors to St. Hyacinthe Soft Sole Shoe Co. Limited  
ST. HYACINTHE, QUEBEC



Acme

"The Sole of Perfection"



DUNLOP

SUNSHINE OR RAIN

## ALPHABETICAL LIST OF ADVERTISERS

Ahrens, Chas. A. . . . .	26	Flynn Leather Co., C. G. . . . .	58	Narrow Fabric Company . . . . .	65
Aird & Son . . . . .	13	Fortuna Machine Company . . . . .	66	National Cash Register Company ..	75
Ames-Holden-McCready . . . . .	16	Franklin Machine Co. . . . .	60	New Castle Leather Company . . . .	66
Armstrong, W. D. . . . .	62	Freeman, Louis G. . . . .	66	Oscar Onken Company . . . . .	73
Beckwith Box Toe Company . . . . .	54	Gagnon, Lachapelle & Hebert . . . .	55	Panther Rubber Company . . . . .	Cover
Bennett Limited . . . . .	5	Galt Shoe Company . . . . .	61	Perfection Counter Co. . . . .	71
Blachford-Davies Co. . . . .	19	Getty & Scott . . . . .	17	Perkins & McNeely . . . . .	62
Boston Blacking Company . . . . .	64	Globe Shoe Company . . . . .	56	Pickering, Jos. . . . .	53
Borne, Lucien . . . . .	69	Goodyear Tire & Rubber Co. . . . .	67	Plant, Thos. G. . . . .	12
Boot and Shoe Union . . . . .	74	Greb Shoe Company . . . . .	24	Regal Shoe Company . . . . .	1
Breithaupt Leather Co. . . . .	21	Henwood & Nowak . . . . .	56	Ritchie, John . . . . .	7
Brodie & Harvie . . . . .	71	Hinde & Dauch Paper Company . . .	73	Robinson, James . . . . .	8-9
Canadian Consolidated Rubber Co. 3-28		Home Shoe Company . . . . .	71	Samson Enr., J. E. . . . .	69
Canadian Footwear Co. . . . .	10	Hydro City Shoe Manufacturers . . .	24	Scott, J. A. . . . .	
Champion Shoe Machinery Company	59	Independent Rubber Company . . .	57	Spaulding & Sons, J. . . . .	11
Children's Shoe Mfg. Co. . . . .	60	International Supply Co. . . . .	25	Standard Kid Mfg. Company . . . . .	4
Clapp, Edwin . . . . .		Kenworthy Bros. . . . .	79	Sisman Shoe Company . . . . .	58
Clarke and Co., A. R. . . . .	80	Kelly, Thomas A. . . . .	68	Taylor-Forbes Co. . . . .	72
Clark Bros. . . . .		Kitchener Style Show . . . . .	20	Textile Mfg. Company . . . . .	72
Cleland, Regd., James . . . . .	62	La Duchesse Shoe Company . . . . .	71	Thompson Shoe Company . . . . .	54
Cote, J. A. & M. . . . .	70	Lady Belle Shoe Co. . . . .	27	Tilley, Chas. . . . .	73
Daoust-Lalonde & Company . . . . .	6	Lamontagne Racine & Co. . . . .	68	Toronto Heel Company . . . . .	73
Duchaine, Ludger . . . . .	61	Landis Machine Company . . . . .	68	United Shoe Machinery Co., Ltd. 77-78	
Duchaine & Perkins . . . . .	76	Lang Tanning Co. . . . .	23	United States Hotel, Boston . . . .	69
Duclos & Payan . . . . .	76	Legace & Lepinay . . . . .	62	White Shoe Company . . . . .	18
Dunlop Tire & Rubber Goods Co. . . .	63	Marsh Company, Wm. A. . . . .	15	Whittemore Bros. . . . .	72
Edwards & Edwards . . . . .	72	Midland Shoe Company . . . . .	14	Wright & Co., E. T. . . . .	22
Eureka Shoe Company . . . . .	70	Mooney Company, A. G. . . . .	55		
Evans' Son Company, L. B. . . . .	73				

# MADE    IN    CANADA

Our line of Channel Cements, Sole Laying Cements, Chrome Cements, and Surefold is a quality line.

The first consideration given to their make-up is QUALITY.

You may depend on them being as good a Cement as can be made.

## **Boston Blacking Company**

152 McGill Street, MONTREAL, Canada



# Prompt deliveries now on



## Nufashond

TRADE MARK REG.

# Porpoisette Shoe Laces

*Better than real porpoise laces*

## A new lace that pays big profits

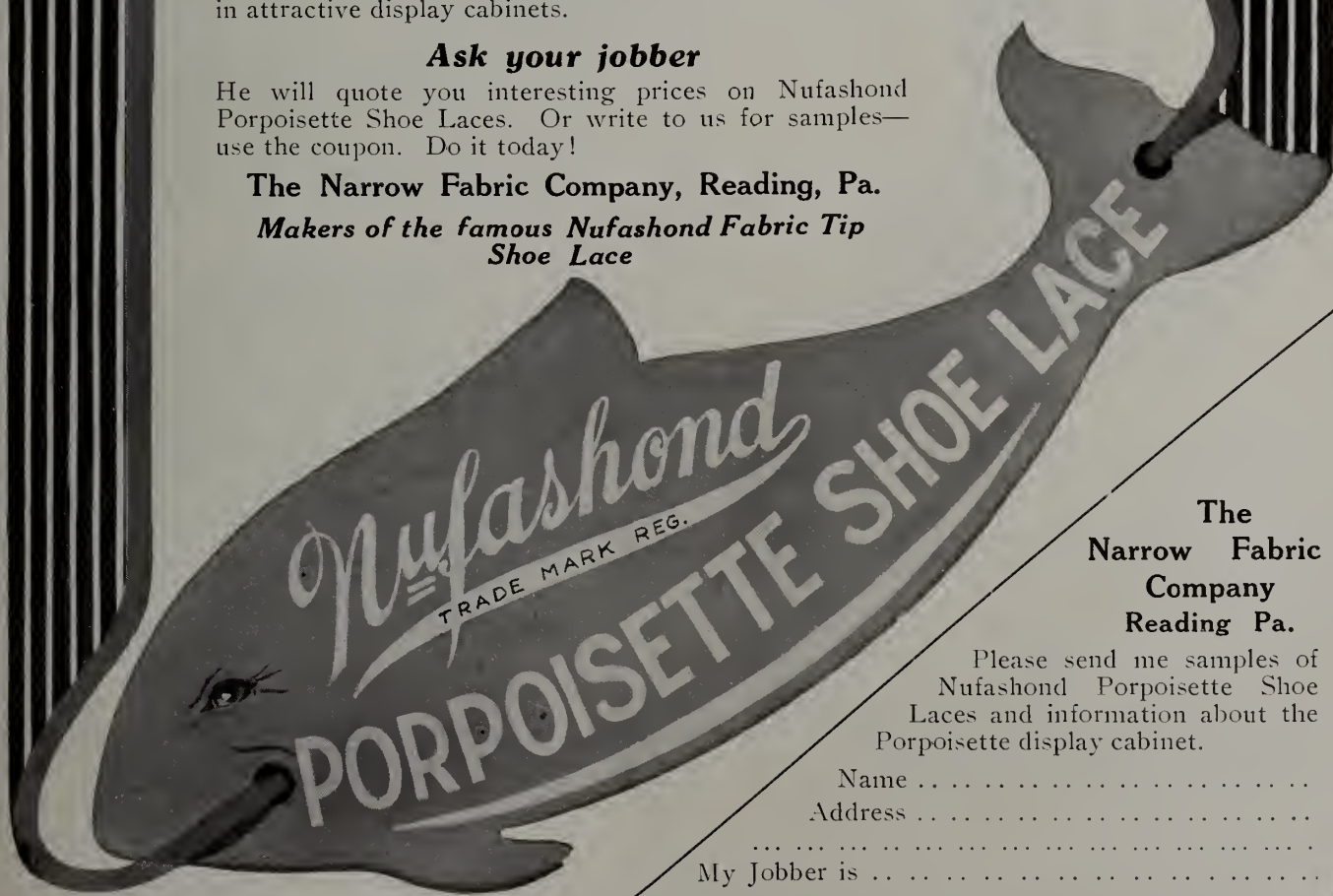
This Nufashond leather-finish lace is in a class by itself both for its superior quality and for the extremely liberal profit it pays. The Nufashond Porpoisette is a fabric lace that is better than real porpoise laces. Looks like leather, but stronger and wears longer. Uniformly woven throughout—no weak spots. Absolute waterproof. Flat or round. Black, tan, cordovan, or mahogany. All lengths. Packed in attractive display cabinets.

### Ask your jobber

He will quote you interesting prices on Nufashond Porpoisette Shoe Laces. Or write to us for samples—use the coupon. Do it today!

**The Narrow Fabric Company, Reading, Pa.**

*Makers of the famous Nufashond Fabric Tip Shoe Lace*



**The  
Narrow Fabric  
Company  
Reading Pa.**

Please send me samples of Nufashond Porpoisette Shoe Laces and information about the Porpoisette display cabinet.

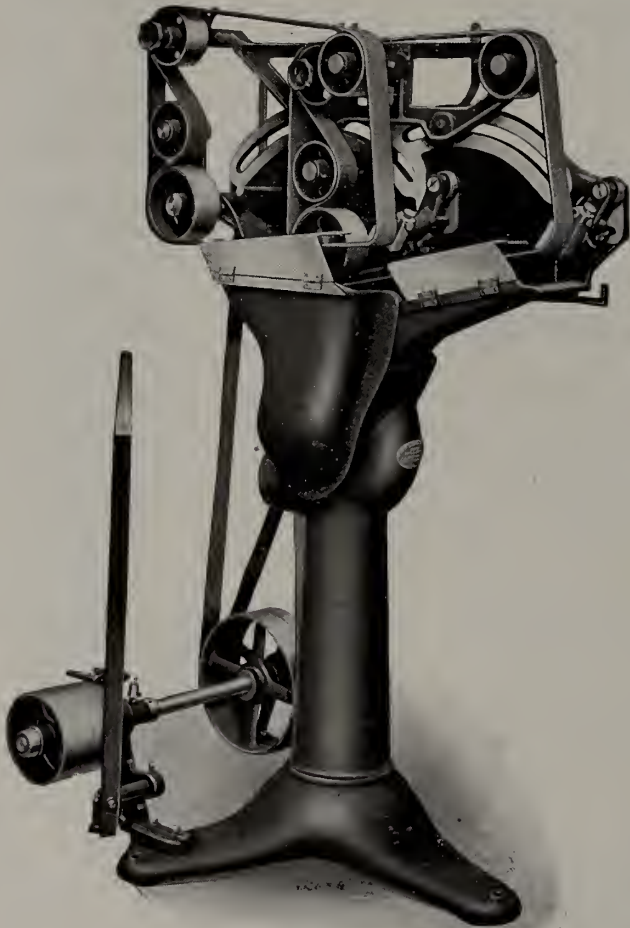
Name .....  
Address .....

My Jobber is .....

For Perfect Heel Breast  
Finish, Put in the—

## DUPLEX

Heel Breast Scouring  
Machine



The only machine built that will scour a perfect breast on all styles or shapes of vertically breasted heels. Can use two fixtures of the same size or different sized fixtures to suit requirements, does its work rapidly, and saves 25 to 30 per cent. in abrasives. Safe and simple to run.

Write for further particulars.

THE  
**Louis G. Freeman Co.**  
CINCINNATI, OHIO

Canadian Representatives International Supply Co., Kitchener, Ont., Montreal, Que.

Jobbers Should Note!

New Castle

Quality



Kid

Supplies either glazed or natural surface, black or colored, this famous product is always reliable and uniform in quality.

Quantities shipped promptly.  
Samples supplied.

Canadian Agents for  
**FRED RUEPING LEATHER CO.**  
Calf and Side Leathers, Ooze Splits and  
Barrett & Co. Skivers.

**New Castle Leather Co.**  
NEW YORK

Canadian Branch:—335 Craig St. W., Montreal  
Factory:—Wilmington, Del., U.S.A.

## *Fortuna* Skiving Machine



For Manufacturers who Skive Leather, Felt,  
Cork, Rubber or Paper

Used extensively by Manufacturers of  
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE  
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

**Fortuna Machine Co.**

127 Duane Street - NEW YORK

## Better Shoes Are Built On Neolin Soles

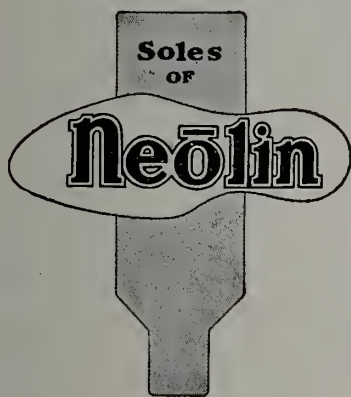
Lots of shoes will wear well—Lots of shoes are comfortable—Lots are good-looking. Some are waterproof.

But you can sell shoes which combine all these virtues. Shoes which give bigger value. Shoes with Neolin Soles.

Neolin Soles are longer-wearing. Millions of wearers have proved them the longest-wearing sole material made. They are neat and comfortable, even on fashionable lasts. And they are waterproof.

The public want shoes which give the most **value**—in wear and appearance. The day when price was the first consideration is past.

It is for you to say whether your customers can get the shoes they want at your store. Your sales will show whether they do or not.



Because of their wearing qualities, Neolin Soles offer better value. The customer knows that shoes with Neolin Soles offer him better value.

Many shoe manufacturers are offering you better shoes by building them on Neolin Soles. It is up to you to specify them when ordering.

Make certain of Neolin's quality by seeing that the word "Neolin" is stamped on every pair.

The Goodyear Tire & Rubber Co. of Canada, Limited

# Neolin Soles



## COUNTERS BOX TOES and INNER SOLES

Our union and all leather, flexible inner soles are better than ever, with no change in prices. Try them and be convinced.

**LAMONTAGNE, RACINE & CO.**  
115 ARAGO ST.  
QUEBEC

## KELLEY KID

*LEADS THEM ALL  
in Uniformity,  
Fine Texture, Wearing Qualities and Finish*



In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

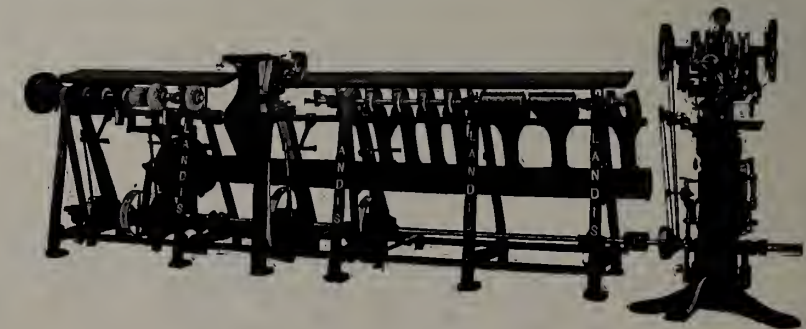
**Thomas A. Kelley & Co.**  
Tannery and Main Office, LYNN, MASS.

Selling Agents:  
**ROUSMANIERE, WILLIAMS & CO.**  
87-93 Lincoln St., BOSTON, MASS.

## Landis Outfits are Money-Makers



Landis No. 12 Shoe Stitcher.  
Sold outright—No royalty.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to  
Landis Model 25 Finisher.

**Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.**

**The United States Hotel,** Beach, Kingston  
and Lincoln Streets  
**BOSTON, MASS., U. S. A.**

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.  
American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

**JOBBERS**

Supply the Demand  
For These  
Boots



Our boots for men, by reason of their wide and ready market and their splendid value to the wearer are well worth your handling. There's a big demand for them, and a liberal profit for you. Write us.

**J. E. SAMSON ENR.**  
**QUEBEC**

**Middle and Western Canada  
Demands the Best  
in Footwear**

To successfully introduce your lines and maintain a satisfactory business you must interest the  
General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.



Over 33 years in its field

**"CANADA'S GREATEST TRADE PAPER."**

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

**SURFACE KID** IN BLACK and COLORS

Beautifully pliable and with glove-like grain—Surface Kid is particularly suitable for dressy shoes. It rivals the beauty of Real Kid and is very much cheaper.

Made in black and colors and sold at attractive prices. Send to-day for samples.

**BUTTS IN GUN METAL, DULL, GLAZED  
CABRETTAS, GLAZED KID, SHEEPSKINS**

Head Office  
491 St. Valier St., Quebec

**LUCIEN BORNE**

Montreal Office—225 Lemoine St.



# MEN WHO HUNT and FISH



Sportsmen who haunt the streams and forests for pleasure, and men whose work brings them in combat with nature unleashed, in the silent spaces of the wild, demand quality and dependability in every article of their equipment.

YAMASKA is what they want for footwear.

Give your customers this serviceable shoe and you have captured their goodwill bringing a steady stream of increased sales.

We are manufacturers of staple lines of workmen's footwear.

La Compagnie

## J. A. & M. COTE

St. Hyacinthe, Quebec

# “EUREKA”

## To the Jobbing Trade only



No. 828 Black Kid  
No. 827 Brown Kid

You will find our new women's 8" Black and Brown Kid bals. trade producers.

Write our Sales department  
**Am-Bri-Can Distributors**  
64-68 Adelaide St. E., Toronto  
for up to the minute prices on  
our lines

# EUREKA SHOE CO., LIMITED

THREE RIVERS, QUE.

## Attractive Windows

Give your store a place and prestige all its own.

You cannot err if you display our stylish models.

### *The Home Shoe*

An ever increasing trade and the goodwill of a satisfied customer is gained by those who stock this excellent line of quality footwear.

Dealers who are not acquainted with the HOME SHOE will profit by investigating.

Write us to-day.

**The Home Shoe Company, Ltd.**  
327 Amherst St., Montreal

# It Holds

## BRODIE'S PATENT FLOUR PASTE

possesses extraordinary adhesive qualities, and is absolutely free from lumps.

Adapted for the manufacture of the Finest Grade, as well as the Heavy work shoes.

In quantities to meet your needs all ready for use.

*May we send you samples and prices?*

WRITE US TODAY

## Brodie & Harvie

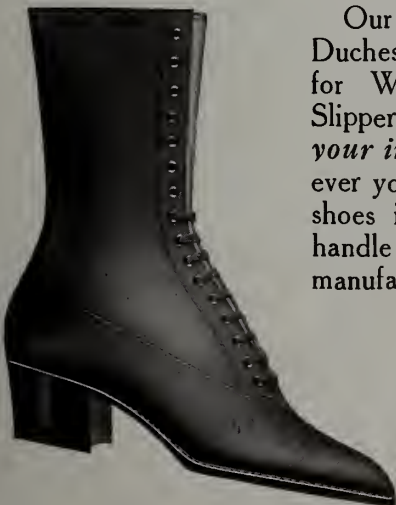
Limited

14 Bleury St. MONTREAL

## JOBBER'S ONLY

### *Very Attractive*

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



**"La Duchesse" Shoe Co.**

Registered  
MONTREAL



# This is the Real One

The shoe fibre counter is worth two cents a pair only, but it will be worth dollars to you if you use the right one.

## Try the "Perfect"

It will put quality into your shoes and give them a good appearance, because it will stand the most strenuous wear, and give you the best fit obtainable.

THE MOST ECONOMICAL COUNTER ON THE MARKET

**Perfection Counter Limited**

699 Letourneux Ave. Cor. Ernest St.  
Montreal

# SHOE LACES

**MADE IN  
CANADA**

*Supply*  
*Shoe Manufacturers and Wholesale Trade*  
*only*

**Textile Manufacturing Co., Ltd.**

439 Wellington Street West  
TORONTO

## Edwards & Edwards

TANNERS  
OF

### SHEEPSKINS

FOR

Shoes, Gloves, Saddlery  
Upholstering  
Bags and Suit Cases  
Bookbinding  
Fancy and Novelty Goods  
Skivers  
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### EDWARDS & EDWARDS

Head Office and Sale Rooms      Tanneries  
27 Front E. Toronto      Woodbridge, Ont.

Quebec and Maritime Provinces

Represented by

JOHN McENTYRE LTD. 28 St. Alexander St.  
MONTREAL, QUE.

## The Shine that Lasts

Your shoes will hold their shine a  
surprisingly long time if you use

*Whittemore's Shoe Polishes*

*The Whittemore lines serve a double purpose  
viz—that of a polish and leather preservative.*

Our **Bostonian Cream** is  
the ideal cleaner for kid and calf leather  
put up in Brown, Grey, White, in fact  
all colors.

Try our **Nobby Brown Paste** for brown  
shoes and **Peerless Ox-  
blood Paste** for Red Shoes.

**Quick White Liquid Can-  
vas Dressing.**

**ALBO White Cake Canvas Dressing**  
**GILT EDGE SELF Shining Dressing**

Ask your Jobber. If he cannot  
supply you write us for com-  
plete catalogue

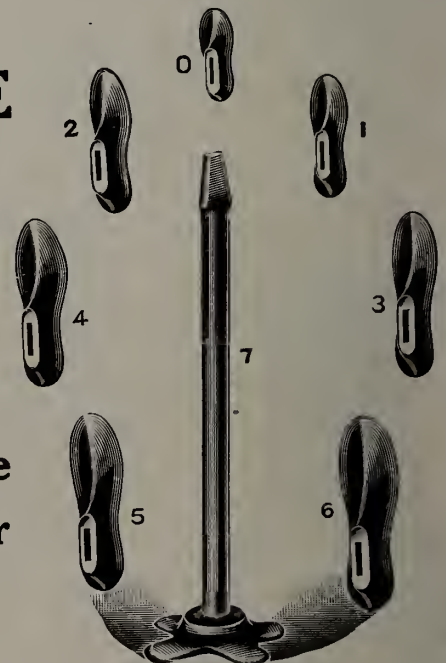
**Whittemore Bros. Corp.**  
Cambridge, Mass, U.S.A.



HERE  
IT IS

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The  
Reliable  
Cobbler  
Set



Many inquiries for a Cobbler Set which will stand unlimited  
abuse and cover the demands of the Shoe Repairing Trade, have  
resulted in the RELIABLE Set.

It's just the one the Cobbler needs and it's "Made in Canada."  
The heavy Cast Iron Base measures 7 in. across and the  
Wrought Iron Post is bedded solid in this Base.

Don't hesitate about stocking this Set.

Write for prices.


We make a big line of Cobbler Sets and Repair Outfits.

Write for Catalogue.

**TAYLOR-FORBES COMPANY, Limited**  
GUELPH - ONTARIO



**100 Years of Good Shoemaking**



**MEN'S MEDIUM GRADE HOUSE SLIPPERS**

PUMPS AND OXFORDS IN STOCK FOR IMMEDIATE SHIPMENT

Thirty Lines Listed in Catalog No. 16

BOSTON OFFICE—110 Summer Street

**L. B. EVANS' SON CO. WAKEFIELD, MASS.**

No. 300 Patent  
No. 303 Dull Calf  
Sizes 6-11. B.D.  
PRICE \$3.50

*Findings & Supplies*

**At the  
Toronto  
Shoe Retailers'  
Convention**


We extend a hearty invitation and would be glad to have you call upon us when in Toronto. We should like to show you our facilities for serving the trade with a first class range of up-to-date findings and supplies. Give us a call when in town, our Telephone is Adelaide 1113.

**Chas. Tilley & Son**  
90 Richmond St. W. TORONTO

**We Can Save Money for You on Your  
Shipping & Packing**

**H & D Solid Fibre Board Boxes**

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.



Our booklet "How to Pack It" explains all—write for it.

**The Hinde & Dauch Paper Co.**  
of Canada Limited  
TORONTO ONTARIO

MANY MORE DESIGNS BESIDES THESE



**Make Your Show Windows Pay Your Rent**  
Many Sales are made on the Sidewalk

**Window Display Fixtures**

A Wonderful set of Patented Interchangeable Window Display Fixtures for displaying Men or Women's Shoes. Set will give 10 Years Good Service in effective trade pulling window trims.

The Fixtures you see above are only a very few of the designs that can be set up with the full set, besides hundreds of standard fixtures can be set up.

Made of Oak, either Golden, Antique or Weathered Finish. Set is put up in a Hardwood Hinged Lid Storage Chest, a good place to keep the extra Younits not in use. There are thousands of sets in daily use.

**FIXTURES FOR 500 WINDOW DISPLAYS IN THIS CHEST**

No. 101 Set has 220 Interchangeable Younits For Large Windows, \$48.12  
No. 101½ Set has 110 Interchangeable Younits For Medium Windows, \$27.50  
No. 101¼ Set has 55 Interchangeable Younits For Small Windows, \$17.32

Stock carried in Hamilton, Ont. Order direct or thru your jobber. Send for catalog. Patented and made in Canada.  
**The Oscar Onken Co. 5950 Fourth Street Cincinnati, Ohio, U. S. A.**

**TORONTO HEEL CO.**

Manufacturers of

**All styles of Heels in Leather  
and Composition**

We are also Makers of the  
Haverhill

Write for Samples and Prices. These will interest you

**The Toronto Heel Company**  
13 Jarvis St., Toronto



# THE RETAILER KNOWS

That Union Stamp shoes meet the demand of all the people all the time.

That Union Stamp shoes are the only shoes acceptable for the Union man and his family.

That Union Stamp shoes are made in all grades for every member of the family.

That Union Stamp shoes are nationally advertised in the labor journals of this country, creating a tremendous market for their sale.

That Union Stamp shoes bear one and only identifying mark—the official stamp of the Boot and Shoe Workers' Union.

## Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 SUMMER STREET BOSTON, MASS.

COLLIS LOVELY, Gen. President

CHAS. L. BAINE, Gen. Sec'y-Treas.





## We make over 275 National Cash Registers every day

The National Cash Register is a modern, labor-saving machine that helps merchants, clerks, and their customers.

It protects profits by stopping leaks and losses, temptation and mistakes.

It adds, records and classifies many kinds of transactions.

It saves time and money because it does 15 things in 3 seconds.

It enables the merchant to give quick accurate service.

It more than pays for itself out of what it saves.

It helps merchants make more money with less expense.

### This big plant makes nothing but National Cash Registers

The National Cash Register Co. of Canada, Limited  
Toronto, Ontario

Offices in all principal cities of the world

# D. & P. Counters are Built for Satisfaction and Service



D. & P. Counters are the result of selected fibre compressed by the special D. & P. process. They are Canadian made, and you will find them worthy of this mark of distinction. May we send you samples?

We can also meet your needs for upper and sole leather of exceedingly good quality.

Ed. R. Lewis, 45 Front St. East  
Toronto  
Ontario Selling Agent

## DUCLOS & PAYAN

Richard Freres, Quebec  
Selling Agents for  
Quebec City

Tannery and Factory: ST. HYACINTHE, P.Q.

Sales Offices and Warehouses: 224 Lemoine Street, MONTREAL



## Jobbers See Our McKAYS

*A Complete Line of*

### Well-Made Footwear

for Men, Boys and Youths  
Women, Misses and Children

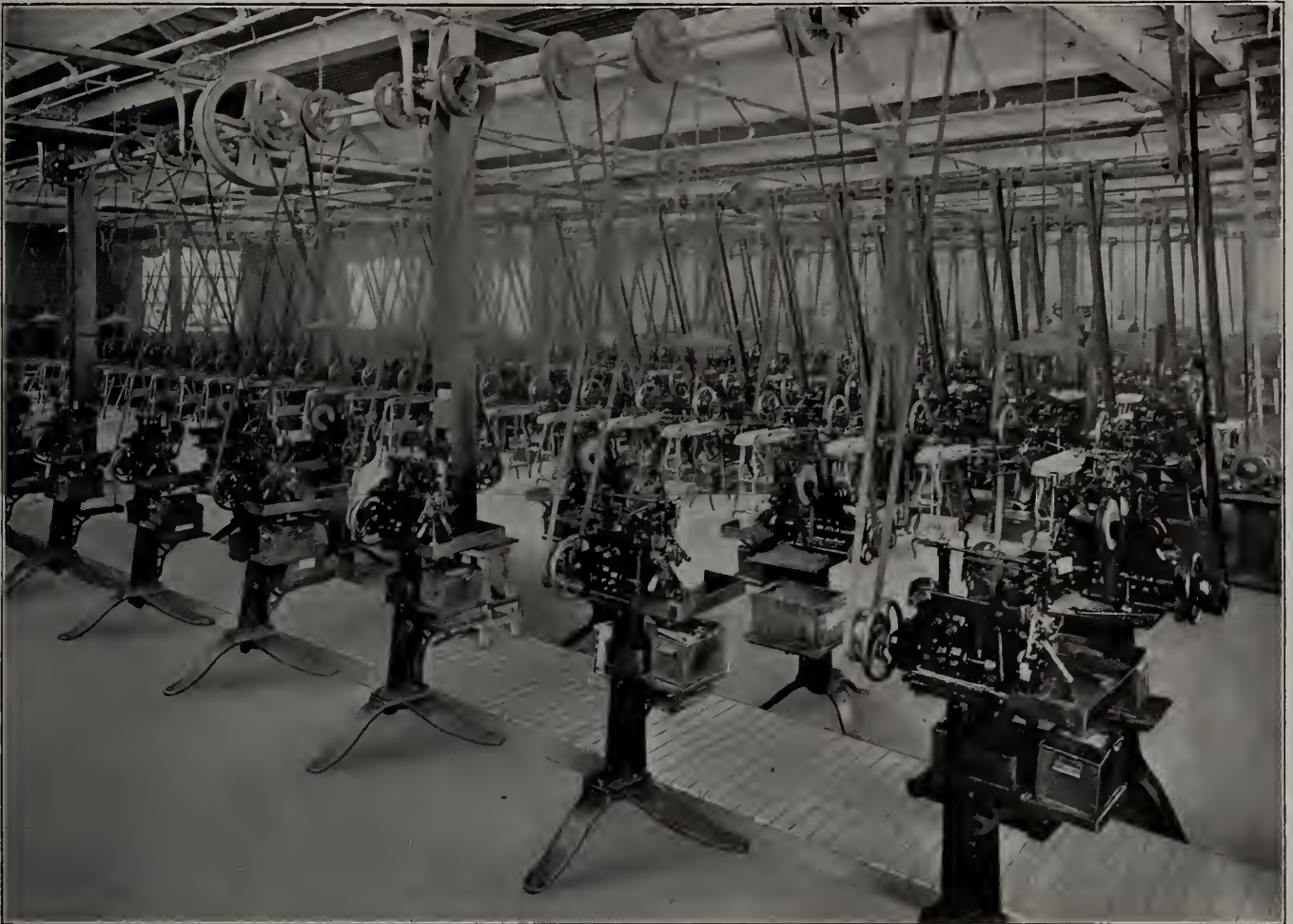
## Duchaine & Perkins

### QUEBEC

Montreal Sample Room

E. T. Bank Bldg.,

St. James St.



**IN A BETTER POSITION THAN EVER**  
**TO FILL ALL YOUR REQUIREMENTS**  
 FOR  
**SHOE RIVETS - TACKS - NAILS**

We have just installed additional machines in our Tack Plant and can now fill orders for regular goods from stock and handle orders for special goods promptly.

**USMC**

MADE IN CANADA

Tacks, Nails and Rivets are made by expert Tack Makers with long experience in manufacturing goods especially for the Shoe Manufacturing and Shoe Repair Trades.

**A TRIAL ORDER WILL CONVINCING YOU**

*Copy of our latest Booklet sent on request*

**United Shoe Machinery Company of Canada, Limited**

**Montreal**

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90 Adelaide Street West,

Kitchener

179 King Street West,

Quebec

28 Demers Street,



Whatever Your Die Requirements May Be

**WE CAN MAKE THE DIES**

Mallet  
Handle  
and  
Machine

**USMC**

Leather  
Fabric  
Paper  
Rubber

MADE IN CANADA

**Expert Die Makers**

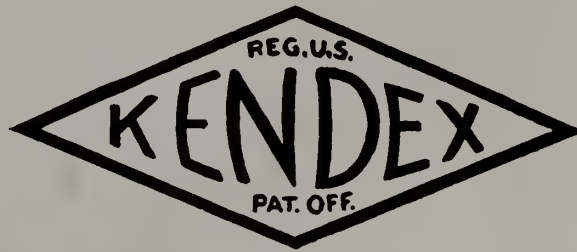
*Copy of our New Booklet sent on request.*

**United Shoe Machinery Company of Canada, Limited**  
MONTREAL

TORONTO  
90 Adelaide Street West,

KITCHENER  
179 King Street West,

QUEBEC  
28 Demers Street,



# INSOLES

**Kendex** has the added qualities for an Insole which gives satisfaction and comfort to the wearer ; conforms to the foot ; is of uniform flexibility ; will not shrink, swell or check and prevents calloused feet ; is **fast color** ; made in all weights, worked dry and sold in sheets or rolls.

**Kendex** is made in Oak, White and Black colors. Makes an excellent middle sole ; trims to a clean edge, and is a **non-conductor**.

**Felt** of every description for shoe manufacturers.

**Heel Pads** cut from several qualities of white felt, also all colors of Combined Imitation Leather and Felt. Our facilities mean service to you at a **minimum** cost.

**KENWORTHY BROS. COMPANY**  
STOUGHTON, MASS.

ed in the Province of Quebec by HORACE D'ARTOIS, 224 Lemoine St.. Montreal

# CLARKE'S



*The Process  
That Makes  
Perfect  
Patent  
Possible*

**T**HE perfecting of Patent Leather was not done in a day. Sixty-seven years of constant effort and careful maintenance of improved methods have made Clarke's what it is to-day.

To this effort and care in the manufacture of our product, we attribute its success—a success which has made it second to none in the Empire.



## A. R. Clarke & Co., Limited

*"Makers for the Nation"*



Montreal

TORONTO

Quebec





# Footwear

## In Canada

**I**T is always found that the successful retail shoe merchant deals with a successful manufacturer, for the successful manufacturer not only builds sound serviceable shoes that sell, but also creates sound, business ideas that continually develop new sales possibilities in the dealer's store.

The Regal Agency Plan is worth knowing.



## Regal Shoe Company, Limited

472-474 Bathurst Street - TORONTO, Ont.

# Panther Soles

give the wearer the best service—rain or shine—that is possible to obtain today.



Panther Tested Fibre Soles may be used with every class of footwear. For light pumps and for working shoes, Panther soling gives real satisfaction. At all times you will find this soling, superior to leather and in manufacturing and repairing Panther soles may be stitched the same as leather. Light, durable, waterproof, on every point Panther excels. Made in all standard colors.

Panther "Sure Step" Rubber Heels are well known to a great proportion of our population. They are long wearing and give best value.

*Write for information*

**Panther Rubber Co., Limited**  
**SHERBROOKE, QUEBEC**



There is still time to  
make many sales of



People wear FLEET FOOT right  
through the early Fall

If you are out of styles or sizes, send your order to  
the nearest branch. You will get prompt attention

### Dominion Rubber System Branches

ARE LOCATED AT

Halifax, St. John, Quebec, Montreal, Ottawa, Toronto, Hamilton, Belleville,  
Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina,  
Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver and Victoria.

## When You Buy a Collar

You need one or two dozen collars. You select one of a half dozen styles which the clerk shows you. You tell him how many you want. That's all.

So when you buy Standard Kid. You select the color and weights. You tell us how many dozen of a grade you want. That's all.

You may be confident that every grade of Standard Kid will be all that you expect in quality and uniformity. That is the obligation we assume.

We can accept orders of limited quantities for delivery after September of all colors except Black or Patent Kid.

COLOR 18—FIELD MOUSE

COLOR A—HAVANA BROWN

are in popular demand for Fall. Standard Kid is guaranteed to be colored through with pure dyes. It is not coated with a pigment or paint finish.

## STANDARD KID MFG. CO.

MANUFACTURERS OF BLACK AND COLORED GLAZED KID AND PATENT KID

207 SOUTH STREET, BOSTON, MASS., U. S. A.

NEW YORK OFFICE, 610 TRIBUNE BLDG.

Factory, Wilmington, Del.

### AGENCIES

GEO. A. McGAW, Chicago, Ill.

I. LOUIS POPPER, Cincinnati, Ohio.

F. W. BAILEY & CO., St. Louis, Mo.

PIERRE BLOUIN, Quebec, Canada.



Why

**BENNETT**

*TRADE MARK*

**DEPENDABLE COUNTERS**



You **can't** make a better shoe with any other.

BENNETT Counters are tough, flexible and are moulded to tenaciously hold the shape of **your** lasts.

Sold at a minimum price **consistent** with results obtained.

It is not **safe** to use cheaper ones.

ONTARIO OFFICE  
28 King St. East  
Kitchener

**BENNETT LIMITED**  
**MAKERS OF SHOE SUPPLIES**  
CHAMBLY CANTON, P.Q., CANADA

SALES OFFICE  
59 St. Henry Street  
Montreal

*Made in Canada by the largest shoe fibre makers in the British Empire.*

# Stepping Stones

in the Stream of Business  
a Pathway to Better Trade

## PARIS

WOMEN'S McKAYS MEN'S WELTS

## METROPOLITAN

MEN'S WELTS

WOMEN'S McKAYS

## PATRICIA

WOMEN'S WELTS AND TURNS

These three lines will connect the dealers with a bigger and more profitable trade.

The discrimination employed in the selection of our leather (all tanned in our own plants) endows our shoes with a quality and serviceability that never fails to develop and hold new trade.

If you are not acquainted with our lines—a trial will prove all we say. Your future orders will depend on that trial, but we invite it with the greatest confidence.

### Daoust, Lalonde & Company

Limited

### MONTREAL

Branch: Metropolitan Shoe Co., 91 Paul St. East, MONTREAL



R

The  
**John Ritchie**  
**Company**

LIMITED

---

MAKERS OF

**MEN'S**  
**SHOES**

QUEBEC

# *Don't Go Up A Blind Street*

¶ If you stock the wrong lines and styles you are like a man in a blind street with his face to a brick wall.

¶ For years we have held the confidence of hundreds of Canadian dealers for stocking the season's best selling models.

¶ Get out onto the broad highway with the leading lines and styles in footwear.

¶ Consult us first.

## **James Robinson**

Specialists in Fine Footwear

**MONTREAL**



# *The Rainy Season*

## **—Will Soon Be Here**

¶ Get ready for the early Trade in rubbers by stocking a liberal assortment of **INDEPENDENT Rubbers**.

¶ There is a style for everyone, special shapes to comply with the extreme lasts in up-to-date footwear, and the conservative shapes which always warrant profitable returns.

¶ Consult us first about your Rubbers.

# **James Robinson**

Specialists in Fine Footwear  
**MONTREAL**

**Make  
the  
Attractive  
Qualities  
of  
Canadian  
Footwear  
Lines  
a  
Feature  
in  
Your  
Stock**

**O**UR lines of Women's, Misses', and Children's McKays, Turns, Oxfords, Pumps, and High Cuts offer an extensive selection, embracing all the latest lasts for dress and utility wear in leather and white footwear.

These lines combine style, comfort and wear, service, quality and price to a degree which facilitates selling—ensuring quick and profitable returns.

**Canadian Footwear Co.**

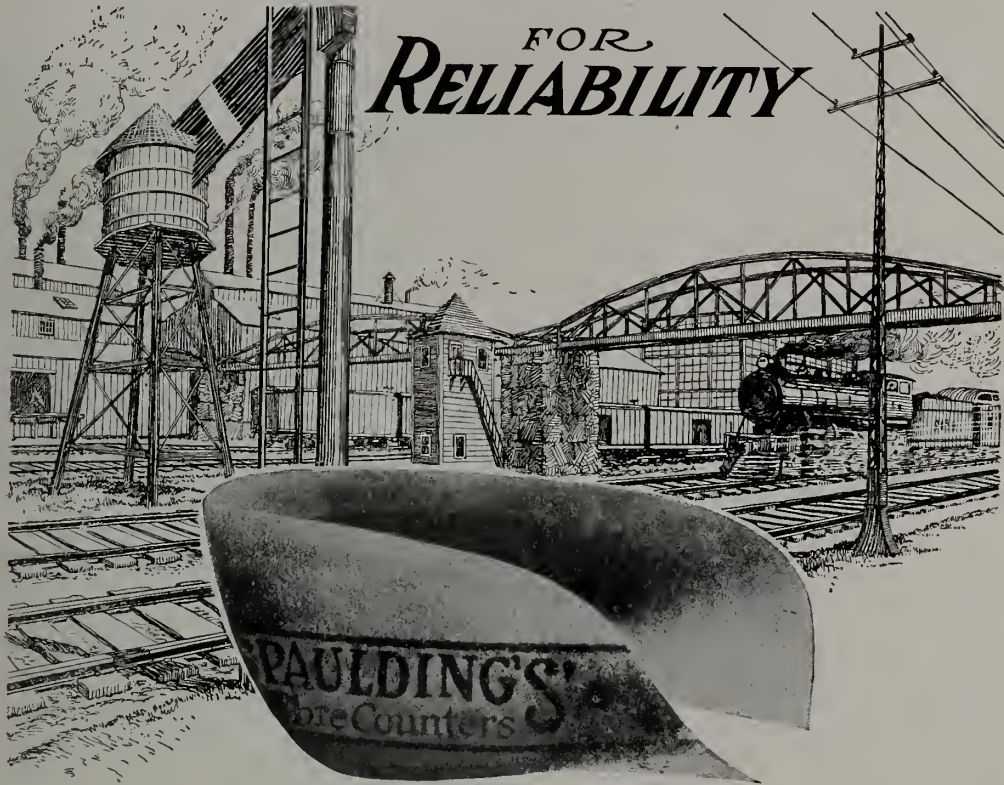
Limited

**MONTREAL**

Salesroom : 36 St. Genevieve St.

Factory : Pointe-Aux-Trembles

**SPAULDING'S**  
Fibre Counters  
*Guaranteed*



FOR  
**RELIABILITY**

*The Safety Signal in Shoemaking*

**SPAULDING'S**  
Fibre Counters  
*Guaranteed*

**J. SPAULDING & SONS CO.**

Main Office and Factory

**NORTH ROCHESTER, N. H. :**

PHILADELPHIA  
John G. Traver & Co.  
329 Arch St.

CINCINNATI  
The Taylor-Poole Co.  
410-412 E. 8th St.

SEVEN FACTORIES

Tonawanda, N. Y.  
No. Rochester, N. H.

Rochester, N. H.  
Milton, N. H.

Townsend Harbor, Mass.

Boston Office

**203-B ALBANY BUILDING**

ST. LOUIS  
The Taylor-Poole Co.  
1602 Locust St.

CHICAGO  
J. E. D. McMechan & Co.  
217 W. Lake St.

English Agents: J. Whitehead & Co., Ltd.,  
Leicester, England.

Canadian Agents

International Supply Co., Kitchener, Ontario and Quebec City. V. Champigny, Montreal

**SPAULDING'S**  
OAK TAN  
FIBRE INNERSOLING

# Shoe Prices Soaring

and everybody from the Shoe Manufacturer down  
to the consumer talking about it.

*Let them talk—it helps business.*

*All this will create new conditions.*

# SPECIALIZING

more extensively will be one  
of these conditions

*We are doing this more than ever*

## Our Spring 1920 Line of Samples

will consist of three leathers—

**Black and Brown Kid, and Patents**

*Oxfords and Pumps featured largely*

We hope to have our prices ready by August 20th.

# CLARK BROS. LIMITED

ST. STEPHEN, N.B.

Manufacturers of Ladies' McKay Shoes

# You wouldn't build a house on quicksands

BUILD your shoes on a firm foundation.

The COUNTER is the foundation of a shoe.

The D. & P. Counter is the rock on which successful shoes are built.

D. & P. Counters are made in Canada from selected fibre compressed by the D. & P. process.



Ed. R. Lewis, 45 Front St. East  
Toronto  
Ontario Selling Agent

## DUCLOS & PAYAN

Richard Freres, Quebec  
Selling Agents for  
Quebec City

Tannery and Factory: ST. HYACINTHE, P.Q.

Sales Offices and Warehouses: 224 Lemoine Street, MONTREAL

*Successful Retailing is everywhere  
identified with the  
"Queen Quality"  
Trade Mark*



*Typical of "Queen Quality" merchandising success the country over are these well-known Ohio stores where the trade mark daily proves its trade drawing power.*

**Queen Quality**  
REG. U.S. PAT. OFF.  
**SHOES**

Women recognize "Queen Quality" on a shoe as a stamp of character—the unfailing guide to satisfaction through proper balance of design, fit and quality.

Because Queen Quality shoes reflect woman's desire for consistent style and service, Queen Quality exclusive agencies benefit by the satisfaction assured their customers and the cumulative good-will nationally established for nearly a quarter of a century by this famous Trade Mark.

The Queen Quality agency privilege is handled without burdensome restrictions and in complete co-operation with our customers, creating trade drawing power that is irresistible.

**Thomas G. Plant Company**

New York

Boston

Chicago

Canadian Representatives, M. W. MURDOFF & SON, Trenton, Ont.



# ANCHOR BRAND

---

SCOURED OAK  
SOLE LEATHER

---

*Sides, Crops, Backs, Bends  
Bellies, Shoulders, Heads*

---

THE LANG TANNING COMPANY, LTD.

KITCHENER, ONTARIO

CANADA

# Prize Winning Foot Com



First Prize—10,000 Population and Over, Chas. L. Young & Co., Benton Harbor, Mich.

The third great Annual Foot Comfort Week Window Trim Contest has come to a close with the most wonderful array of photographs which has ever been entered in such a Contest. The competition was so keen that it made it exceedingly difficult for the judges to make a fair and impartial selection. In order to do this, it was necessary to add an additional \$50.00 prize in the larger town contest and to materially lengthen the \$10.00 and the \$5.00 classifications.

## LIST OF PRIZE WINNERS

### 10,000 Population and Over

- |                                                                                |          |                                                                                            |       |
|--------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------|-------|
| 1st Prize—Chas. L. Young & Co., Benton Harbor, Mich. Trimmed by Edwin A. Kagel | \$100.00 | 3rd Prize—The Triangle Shoe Co., Pomona, Calif. Trimmed by Fred E. Brown and Clarence Goff | 25.00 |
| 2nd Prize—(A) Simon Bros., Ltd., Alexandria, La.                               | 50.00    | 4th Prize—H. Grey Hodges, Chatham, Ont., Canada. Trimmed by Walter Jones                   | 15.00 |
| (B) I. Blyn & Son, New York City, N.Y.                                         | 50.00    |                                                                                            |       |

### \$10.00

- |                                         |                                          |                                           |
|-----------------------------------------|------------------------------------------|-------------------------------------------|
| Mandel Brothers, Chicago, Ill.          | Isbell-Bowman Co., Lynchburg, Va.        | Herpolsheimers, Grand Rapids, Mich.       |
| Wm. H. Frear & Co., Troy, N.Y.          | S. J. Brouwer Shoe Co., Milwaukee, Wis.  | The Miami Shoe Co., Hamilton, Ohio.       |
| England Bros., Pittsfield, Mass.        | Beacon Shoe Store, Atlanta, Ga.          | Claybaugh & Milliken, Charleroi, Pa.      |
| Boston Store, Chicago, Ill.             | Propst-Childress Shoe Co., Roanoke, Va.  | Geo. A. Delmage, Niagara Falls, N.Y.      |
| Rosenbaum Bros., Cumberland, Md.        | G. R. Kinney Co., Inc., Jamestown, N.Y.  | Zang's, Johnstown, Pa.                    |
| The S. B. & S. Shoe Co., Davenport, Ia. | Knechtel & Co., Stratford, Ont., Canada. | The Palmer Co., Inc., Jackson, Mich.      |
| The White Shoe House, Waco, Tex.        | A. Sandler & Sons, Brockton, Mass.       | The Geo. C. Strong Co., New London, Conn. |
| Linn & Scruggs Co., Decatur, Ill.       | J. F. Cairns, Ltd., Saskatoon, Sask.     |                                           |

### \$5.00

- |                                           |                                          |                                      |
|-------------------------------------------|------------------------------------------|--------------------------------------|
| Hallahan's Shoe Store, Philadelphia, Pa.  | The F. O. Litz D. G. Co., Guthrie, Okla. | Chas. V. Brown, Astoria, Ore.        |
| F. E. Ballou, Providence, R.I.            | H. D. Guenther, Reading, Pa.             | W. L. Bickmore, Middletown, O.       |
| The Arcade, Ltd., Hamilton, Ont.          | Savoy Shoe Co., New York City, N.Y.      | Max Feldman, New York City, N.Y.     |
| Wm. Hahn & Co., Washington, D.C.          | Walk-Over Boot Shop, Roanoke, Va.        | Ranks Shoe Store, Moline, Ill.       |
| Wert-Stroup Co., Indianapolis, Ind.       | C. H. Taylor, Zanesville, O.             | Welter & Lloyd, Streator, Ill.       |
| S. & E. Boot Shop, Pittsburgh, Pa.        | The Booterie, Columbus, S.C.             | E. B. Colwell Co., Monmouth, Ill.    |
| H. Lazarus, Philadelphia, Pa.             | G. R. Kinney Co., Inc., Springfield, O.  | Rice-O'Connor Shoe Co., Augusta, Ga. |
| L. S. Donaldson Co., Minneapolis, Minn.   | Frank Bond Shoe Co., Jackson, Minn.      | H. C. Johnson, Rome, Ga.             |
| May Shoe Co., Brooklyn, N.Y.              | Excelsior Shoe Store, Madison, Wis.      | Kennedy Boot Shop, Pittsburgh, Kans. |
| Hudson Shoe Co., Elmira, N.Y.             | W. C. Goodwin, Fitchburgh, Mass.         | Arnold's Bootery, Hannibal, Mo.      |
| Manning Peterson Shoe Co., Hancock, Mich. | Phelps Dodge Merc. Co., Douglas, Ariz.   | Geo. E. Mongeau, Lowell, Mass.       |



# Foot Week Windows

M. D. O'Malley, Salem, Mass.  
 Nodelay Shoe Co., Vancouver, B.C.  
 F. Wenz Shoe Co., St. Joseph, Mo.  
 F. W. Howard, Brooklyn, N.Y.  
 N. H. Beane & Co., Portsmouth, N.H.  
 F. Prusa, Cleveland, O.  
 Harry S. Smith, Canton, O.

R. L. Leeson & Sons, Elwood, Ind.  
 Vance Shoe Co., Gadsden, Ala.  
 F. N. Joslin & Co., Malden, Mass.  
 John F. Muenz, Detroit, Mich.  
 Colby's Boot Shop, Dover, N.H.  
 Ertell & Butler, Detroit, Mich.

P. L. Casey, Pawtucket, R.I.  
 G. R. Kinney Co., York, Pa.  
 H. M. Horton Co., Canton, O.  
 Logan Shoe Co., Hannibal, Mo.  
 R. A. Hutmacher, Waltham, Mass.  
 Keilman Bros., Tamaqua, Pa.

## 10,000 Population and Under

1st Prize—R. C. Beach Co., Ltd., Lewiston, Idaho . . . . . \$100.00  
 2nd Prize—The Emerson Merc. Co., Pullman, Wash. Trimmed by John L. O'Dey, Display Manager . . . . . 50.00

3rd Prize—Dahl Bros., Lyle, Minn. I. F. Dahl 25.00  
 4th Prize—The Yowell-Duckworth Co., Orlando, Fla. Trimmed by E. P. Lavin, Display Manager . . . . . 15.00

\$10.00

\$5.00

Cedarhurst Shoe Store, Cedarhurst, L.I., N.Y., P. Covello, Proprietor.  
 John C. Hexon & Son, Decorah, Iowa.  
 Sturgis Goldstein Co., Taylor, Tex.  
 J. C. Michelfelder & Sons Shoe Store, New Washington, Ohio.  
 J. A. Beenblossom, Lawrenceville, Ill.

Harmon-Osborn-Smith, Charlotte, Mich.  
 Philadelphia Shoe Store, Waynesboro, Pa.  
 The S. C. Gould Dept. Store, Alma, Nebr.  
 Ed. G. Eickhoff, Peru, Ill.  
 E. Rosenwald & Son, Las Vegas, N.M.  
 J. F. Gillespie, Watertown, S.D.  
 Sperling Shoe Co., Watertown, S.D.

From reports sent in, Foot Comfort Week, from a sales standpoint, of both Foot Comfort Appliances and shoes, more than fulfilled the predictions made that all records would be smashed.

We hope that the thousands of department stores and shoe merchants who have profited so handsomely from this big drive will continue their efforts during the next fifty-two weeks and reap the maximum results from the good work which has already been started.

## THE SCHOLL MANUFACTURING COMPANY

*Largest Makers of Foot Appliances in the World*

112 ADELAIDE ST., EAST - TORONTO

CHICAGO - NEW YORK - LONDON, ENG.



First Prize—10,000 Population and Under, R. C. Beach Co., Ltd., Lewiston, Idaho.

# The Ace of the Shoe



## KESCOT SHOE ORNAMENTS



*The*  
**KESCOT FACTORY**  
*Manufactures absolutely and without question the largest and most complete line of*  
**SHOE ORNAMENTS**  
*in the world. Every conceivable design, shape, finish and material. There are no "just as good" ornaments as Kescot Shoe Ornaments.*



# KESCOT MFG. CO.

88-90 PAGE ST.  
 PROVIDENCE, R. I.



# LEATHER

*Its The  
Cutting Value  
That  
Counts*

Every cutter knows the waste resulting from uneven and imperfect hides. The present cost of leather is a strong inducement to buyers to use the greatest care in selection.

Breithaupt is always a "safe buy" because we handle positively nothing but a high standard product.

Tanneries: Kitchener, Penetang, Hastings, Woodstock, Ont.  
Cut Sole Factory: Provincial Cut Sole Co., Kitchener, Ont.

## The Breithaupt Leather Company, Limited

*Manufacturers of  
"The Standard of Canadian Sole Leather"*

Kitchener Toronto Montreal Quebec





# A Shoe

whose merit and popularity  
is **Unquestioned**

In 1918, did you know the shoe situation would be as it is today?

Do you know what it will be in 1920, 1921, 1922 and on—?

During present market uncertainties we are giving Slater customers a service as near 100 per cent. efficient as is humanly possible.

For the future—when you plan your Spring purchases better see if you can get on the list of Slater Shoe customers, and obtain the prestige secured by carrying Canada's best known shoe.

## The Slater Shoe Co. Ltd.

MONTREAL

CANADA

# Speed King Lines

## for Speedy Sales

If you have handled Speed King Outing and Vacation shoes you will know from past experience there is no better line for all round satisfaction to your customers and for volume of business for you. The Speed King lines are too well known to the public for any retailer to afford to omit them from his stock, so that if you have by any chance never included them, begin now for a profitable turnover.

### A Traveller is on the way to see you with a Full Range

from one of our wholesalers listed below.

A liberal stock of these quick selling Speed King Lines will well repay you in further profitable business.

**Any of the following wholesalers can supply you :**

Amherst Boot & Shoe Co., Ltd.,	Amherst, N.S.
Amherst Boot & Shoe Co., Ltd.,	Halifax, N.S.
E. A. Dagg & Company,	Calgary, Alta.
A. W. Ault & Company, Limited,	Ottawa, Ont.
White Shoe Company,	Toronto, Ont.
McLaren & Dallas,	Toronto, Ont.
The London Shoe Company, Limited,	London, Ont.
Kilgour, Rimer Company, Limited,	Winnipeg, Man.
The J. Leckie Company, Limited,	Vancouver, B.C.
James Robinson,	Montreal, Que.
Brown Rochette, Limited,	Quebec, Que.
T. Long & Brother,	Collingwood, Ont.
Dowers, Limited,	Edmonton, Alta.
Amherst Central Shoe Co.,	Regina, Sask.

## Independent Rubber Co., Limited

Merritton

Ontario

PLACE  
THEM

*side by side*

with

AIRD

We  
Sell  
Jobbers  
Only

COMPARE any other line of footwear with AIRD shoes and straight logic will show that there is no other line which **stands up** against AIRD—**at the price.**

AIRD SHOES offer opportunities which no progressive jobber can afford to ignore. Call at our warerooms and we will show you what AIRD Footwear can do for you.—A Postal will bring our latest samples to you if you are unable to call.

Aird & Son

(Registered)

MONTREAL

# *Artistic Lasts*

These cuts illustrate a few of our many popular and up-to-date styles in men's and women's footwear.



*“Rich” Last*

Black Vici Kid. 8 and 9 inch  
Louis Heel.  
Widths, A to E. Sizes, 1 to 8.



*“106” Last*

Made in All Leathers  
Widths B to E.



*“Vimy” Last*

Black Vici Kid Oxford.  
Cuban Heel.  
Widths, A to E. Sizes, 2 to 8

**THE WM. A. MARSH CO., LIMITED**  
QUEBEC



## A New Emblem of Service

**I**N our Fall campaign of newspaper advertising, which starts the first week in September, we shall for the first time make use of the new emblem which is here presented to the trade. It is our purpose to make it known throughout Canada as a symbol, not only of high standards of product, but of a system of distribution which is of benefit to the retail trade and to the consuming public.

You will see this emblem frequently from now on and your customers will see it. You are already familiar with the extent and the quality of AHM advertising, and the wise retailer will prepare NOW to get his share of the benefit.

**AMES HOLDEN McCREADY**

LIMITED

*"Shoemakers to the Nation"*

HALIFAX

ST. JOHN

MONTREAL

TORONTO

LONDON

WINNIPEG

CALGARY

EDMONTON

VANCOUVER



FOOTWEAR FOR JUVENILES

**SNUBBERS  
SHOES**

AND

**GENERAL SATISFACTION  
TRAVEL TOGETHER**

Oak Tanned Leather Soles

Solid Leather Insoles—at

Moderate Prices with that

Dressy Appearance

that Parents like to see in their Children's  
Shoes.

MADE IN

Young Men's	Sizes	4 - 7
Boys'	"	1 - 5 1/2
Youths'	"	11 - 13 1/2
Gent's	"	8 - 10 1/2
Growing Girl's	"	2 1/2 - 8
Misses'	"	11 - 2
Girl's	"	8 - 10 1/2



**A BOY'S  
GUN METAL**

**SNUBBERS  
SHOES**


64 Wellington St., W.

:::

:::

Toronto

**SNUBBERS  
SHOES - Stand the Racket**


 HAWLEY'S HYGIENIC  
BLACK

BRITISH DYE

TO BUYERS OF COTTON OR THREAD STOCKINGS OR SOCKS.


 HAWLEY'S HYGIENIC  
DYE  
WARRANTED  
STAINLESS & ACID PROOF

—a hosiery trade  
brand and its  
significance.

This is the brand of the dyer appearing on ever increasing quantities of best cotton hosiery, a mark indicating both the dyer's and manufacturer's pride in a British dye of unusual merit.

It guarantees to the purchaser of hosiery bearing the mark deep intense blackness, permanent and therefore hygienic. Sun, sea or time will not fade stockings or socks dyed with Hawley's Hygienic Black, and it gives to them a delightful rich finish which is always fashionable.

The Hawley mark is significant of more than this. Behind it is a British trade triumph which has freed Leicester manufacturers from the dominance of the German dye monopoly.

**Hawley's  
Hygienic  
Black**

**British Dye**

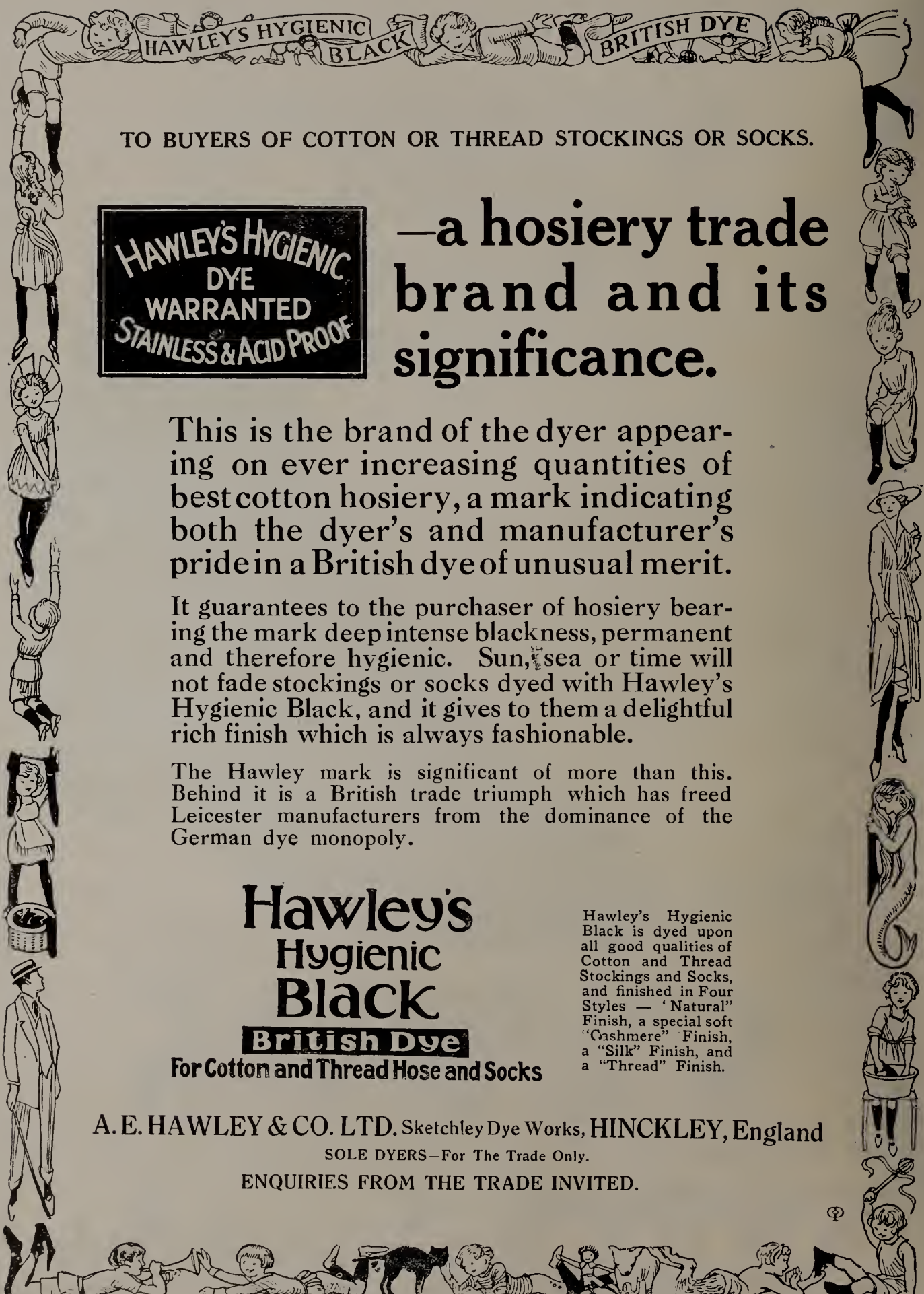
For Cotton and Thread Hose and Socks

Hawley's Hygienic Black is dyed upon all good qualities of Cotton and Thread Stockings and Socks, and finished in Four Styles — 'Natural' Finish, a special soft 'Cashmere' Finish, a 'Silk' Finish, and a 'Thread' Finish.

A. E. HAWLEY & CO. LTD. Sketchley Dye Works, HINCKLEY, England

SOLE DYERS—For The Trade Only.

ENQUIRIES FROM THE TRADE INVITED.



Another chance to all  
HANDLERS OF  
TETRAULT SHOES  
to make money

*Learn how on the following pages*

---

OPEN TO ALL  
from the boss to the boy  
whether bought direct or through  
the jobber

**Tetrault Shoe Manufacturing Co., Limited**  
Largest Makers of Boots and Shoes in Canada  
Largest Exporters of Shoes in Canada

Office and Warehouse—  
9 Rue de Marseille,  
Paris, France.

Montreal

Toronto

# UNPRECEDENTED SALES RECORD

## Increase over 100%

*Total Sales Will Exceed \$4,500,000.00*

How near can you guess  
to the exact figures?

## SALES FOR ELEVEN MONTHS

1918		1919		1919	
Sept.	\$216,946.42	Jan.	\$278,479.35	May	\$497,184.58
Oct.	245,776.98	Feb.	360,920.73	June	504,473.56
Nov.	237,727.25	Mar.	493,438.19	July	515,524.90
Dec.	304,223.40	Apr.	533,824.82	Aug.	?

Total Sales to July 31, \$4,188,520.18

### Tetrault Shoe Manufacturing Co., Limited

Largest Makers of Boots and Shoes in Canada

Largest Exporters of Shoes in Canada

Office and Warehouse—  
9 Rue de Marseille,  
Paris, France.

Montreal

Toronto

# Can you guess our total business for the 12 months ending Aug. 31st, 1919?

*We announce our annual guessing competition*

Last year we had a great many guesses and the interest this year will be still greater. Every proprietor or clerk where Tetrault Shoes are handled should take a chance on winning \$125.00.

## CONDITIONS OF CONTEST

- |                                                                                                        |                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| 1—Open to all handlers of Tetrault Shoes from coast to coast whether bought through Jobbers or direct. | 5—Envelopes will be opened by Committee of well known retailers who will announce the lucky guessers. (MARK ENVELOPES "GUESSING COMPE-TITION"). |
| 2—Record of sales to August 15th will appear in "Footwear in Canada," also The Shoe & Leather Journal. | 6—When sending in your guess, you must give correct register number in lining of any one of our shoes.                                          |
| 3—From August 15th, daily sales will not be added at factory to prevent information leaking out.       | 7—Employees of The Tetrault Shoe Mfg. Company Limited are not allowed to compete.                                                               |
| 4—Guesses will not be received after September 10th.                                                   |                                                                                                                                                 |

## PRIZES

1st Prize	- -	\$125.00 Cash	4th Prize	- -	\$20.00 Cash
2nd "	- -	75.00 "	5th "	- -	15.00 "
3rd "	- -	35.00 "	6th "	- -	10.00 "

**Send in Guesses Before Twelve O'clock P. M. Night of Saturday 10th.**

If you think you have not time try a telegram.

# Tetrault Shoe Manufacturing Co., Limited

Largest Makers of Boots and Shoes in Canada

Largest Exporters of Shoes in Canada

Office and Warehouse—  
9 Rue de Marseille,  
Paris, France.

**Montreal**

**Toronto**

# Some reasons why we have enjoyed such gratifying results

## 1—Reliability

Which has won for us the goodwill and confidence of the Shoe Dealers of Canada.

## 2—Quality

Which has made our goods most popular with the consumer.

## 3—Style

We are the recognized leaders in shoe styles for men.

## 4—Prices

Our policy of producing shoes at popular prices which appeal to the masses.

## 5—Service

Our preparedness by increasing our Capital over 100% has enabled us to maintain the highest standard of service.

## Tetrault Shoe Manufacturing Co., Limited

Largest Makers of Boots and Shoes in Canada

Largest Exporters of Shoes in Canada

Office and Warehouse—  
9 Rue de Marseille,  
Paris, France.

**Montreal**

**Toronto**

H. O. McDOWELL

H. N. LINCOLN

# INTERNATIONAL SUPPLY CO.

IMPORTERS MANUFACTURERS  JOBBERS SALES AGENTS

## SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

EASTERN BRANCH  
401 CORISTINE BUILDING  
MONTREAL

MAIN OFFICE AND FACTORY  
37 FOUNDRY ST. S.  
KITCHENER

Representing

American Lacing Hook Co.  
Waltham, Mass.

Lacing Hooks and Hook  
Setting Machines

Armour Sand Paper Works  
Chicago, Ill.

Crystolon Paper and Cloth  
for Buffing and Scouring

Boston Leather Stain Co.  
Boston, Mass.

Inks, Stains, Waxes, etc.  
Cyclone Bleach

The Ceroxylon Co.,  
Boston, Mass.

Ceroxylon, the Perfect  
Liquid Wax

Dean Chase Co.,  
Boston, Mass.

Shoe Goods, Cotton  
Thread

The Louis G. Freeman Co.,  
Cincinnati, O.

Shoe Machinery

Hazen, Brown Co.,  
Brockton, Mass.

Waterproof Box Toe  
Gum, Rubber Cement

Lynn Wood Heel Co.,  
Keene, N.H.

Wood Heels and Die  
Blocks.

Markem Machine Co.,  
Boston, Mass.

Marking and Embossing  
Machines, Compounds,  
Inks, etc.

M. H. Merriam & Co.,  
Boston, Mass.

Binding, Staying, etc.

Puritan Mfg. Co.,  
Boston, Mass.

Wax Thread Sewing  
Machines  
Poole Process for Good-  
year Insoles

The S. M. Supplies Co.,  
Factory Supplies,  
Needles, etc.

H. S. & M. W. Snyder, Inc.,  
Boston, Mass.

Kids, Cabrettas and Horse

I. Spaulding & Sons Co.,  
N. Rochester, N.H.

Guaranteed Fibre Coun-  
ters, Fibre Innersoling

The Textile Mfg. Co.,  
Toronto, Ont.

Shoe Laces

United Stay Co.,  
Cambridge, Mass.

Leather and Imitation  
Leather Facing, Welting,  
etc.

No matter what you have to mark—Leather, Imitation Leather, or  
Cloth—we can show you how to do it to the best advantage.

We represent

## MARKEM MACHINE CO.

BOSTON, MASS.

The only firm that makes a business of MARKING MACHINES  
for Cartons, Tags, Linings, Cloth or Leather

EMBOSSING MACHINES for top facings etc.

### The Master Printing and Embossing Machine

will print your labels on your cartons quicker than  
labels can be pasted. Better Work—Less Cost.

PARTS, INKS and COMPOUNDS in stock.

## PURITAN MANUFACTURING CO.

BOSTON, MASS.

Exclusive Manufacturers of

WAX THREAD SEWING MACHINES, CHAIN STITCH

for Fair Stitching, Closing, Vamping, (1, 2 or 3 needle)

Back Stay (1, 2 or 4 needle) Tip Stitching, Top Facing

Patentee of the

POOLE PROCESS for GOODYEAR INNER SOLES

a better Innersole at Less Cost

Our stocks of Puritan Parts, Needles and Awls are Complete

## There is only one CEROXYLON

Made by the CEROXYLON CO., Boston, Mass.

Of course there are Imitations but the Genuine CEROXYLON  
is the Only Liquid Wax that lubricates the thread while sewing  
and sets the stitch after.

*It is the Perfect Liquid Wax We are Sole Canadian Agents  
In Stock at Both Offices*

# Of Course You Can Sell This Bag

Something  
new



Something  
profitable

## The Naugahyde Bag

has two big selling points that every customer will appreciate

**It is All in One Piece**  
**It is Absolutely Waterproof**

You see, this is something new in luggage—a bag free of stitches that rip and rivets that do not hold. This is one of the novelties of THE NAUGAHYDE BAG.

The other is the fact that it is made of a new composition material, based on Rubber, which is vulcanized into one solid, seamless piece by a new and patented process. Even the heavy protecting pieces on the corners are fused right into the bag.

No stitching or riveting is required. The bag is all strength—and absolutely waterproof. Not a drop of water will get inside, even if the bag be left in the rain all day.

THE NAUGAHYDE BAG has the appearance of the best quality of leather bag—has the soft, pliable top—is lined with heavy, brown twill—is good looking, inside and out—and can be sold at a moderate price that gives you an excellent profit.

Made in 16 in., 18 in. and 20 in. sizes for Men  
and in 14 in., 16 in. and 18 in. sizes for Women

Naugahyde Bags are distributed to the trade through the

**Dominion Rubber System**

With Service Branches at:

Halifax, St. John, Quebec, Montreal, Ottawa, Toronto, Hamilton, Belleville,  
Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina,  
Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver and Victoria.





# Footwear in Canada

A Journal of its Findings, Making and Sale.

Published Monthly for the Good of  
the Trade by

**HUGH C. MACLEAN, LIMITED**

HUGH C. MacLEAN, Winnipeg, President.

THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO  
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade

WINNIPEG - Tel. Garry 856 - Electric Railway Chambers

VANCOUVER - Tel. Seymour 2013 - Winch Building

NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building

CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.

LONDON, ENG. - - - - - 16 Regent Street S.W.

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Vol. 9 August, 1919 8

### Organization on a Doubtful Basis

The National Shoe Retailers' Association of Canada is off to a good start, and, if the obstacles presented by an inadequate constitution are not too great, will result profitably for the retail trade. As we have already pointed out on more than one occasion, this constitution is very similar to others that have "gone before," and are now nothing more than pleasant memories. The basis of organization adopted is, of course, the path of least resistance. It is comparatively easy for a body of men to get together and say "let's organize." It is easy to elect officers. But the pinch comes when useful and arduous work has to be done over a prolonged period. That requires enthusiasm and a very personal interest. Time alone will show whether our viewpoint is correct, but it is that no lasting organization is possible among Canadian shoe retailers without a paid secretary, general manager or organizer—call him what you will—who will give his undivided attention and ability to the organization of the whole Dominion into small local sections. Each of these sections has its own problems—peculiar to that locality. These are the most real problems of the retailer, too, generally speaking. For the larger problems affecting the larger areas, Provincial and Dominion Councils should be elected, (not appointed by a few delegates meeting

in Toronto or Montreal.) All other considerations aside, the elected member is much more valuable than the appointed member because (1) it pre-supposes the existence of a local organization to back him up, and (2) it assures that the candidate is willing to take up his burden of work.

However, so far as was possible under the circumstances, the Toronto convention assured themselves of a successful career by electing splendid men to the highest executive offices. Mr. Fegan is a man who not only stands at the head of his profession, but is esteemed by his fellow retailers, almost beyond all others, as a man of broad vision and strict integrity. Mr. Cook, though younger and possibly less widely known, is one of the most active and intelligent men in the trade, while in Mr. Jupp, the treasurer, everybody recognizes an unusually successful business man, keen for organization and its benefits, who will throw himself whole-heartedly into his work. The vice-presidents and executive members are also recognized leaders in their various localities. If, as we said above, the handicap is not too great, all of these officers should give a good account of themselves.

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### Avoid the Small Sizes

A well-known Toronto retailer, with whom we were talking the other day, remarked that the average retailer loads his stock up with too many small sizes—2's and 2½'s. Until this last year he himself had not purchased either of these sizes for three years, the stock on hand being sufficient for all requirements. He estimated that only one in every hundred customers would ask for the small sizes, but, in spite of this, most retailers keep on accepting them in manufacturers' assortments until the supply on hand is out of all proportion. The average retailer, he thought, should specify that no small sizes be included in his orders. There might be a few sales lost and, in some cases, they might have to pay a little more for their shoes, but they would more than make up for it by not having an excess supply of these slow-selling lines on their shelves.

\* \* \*

### The Little Things Count

A milliner we know of remarked once that she wouldn't possibly think of sending out a hat that was not carefully and artistically packed with tissue paper in a box. She counted as very valuable the impression of apparently little things upon the customer.

On the other hand, how often we find shoe retailers packing high-price kid shoes into a box with as little concern as they would handle a pair of heavy work shoes. Worse still, the shoes are sometimes not even put in a box. It seems to us that a retailer would make a very good impression indeed if he would just be a little more particular about his parcels. Consider the better candy stores. Your pound

of chocolates is handed to you in an artistic box, tied with fancy ribbon, crinkly paper and adorned with artistic seals. It doesn't add to the taste of the candy in the slightest, but you appreciate it more than if they were handed to you in a manilla paper bag.

Just a little more care and thought—perhaps some little original feature—in connection with the parceling of shoes would undoubtedly give your store a better impression.

\* \* \*

### Throwing Money Away

"Boys," a Toronto retailer, said to his salesmen, the other day, "you certainly are careless with money. It's lying all over the cellar floor." There ensued an anxious searching of pockets, but finally, with much relief, they all professed not to have lost as much as a nickel of the tainted lucre. "Well, come on down to the basement, fellows, and I'll show you." So they all filed downstairs and the "boss" requested them to take another look. They did, but could not discover the slightest sign of a greenback. The retailer walked around and picked up from the floor six or eight boxes of rubbers that had been knocked or pulled from the shelves and left lying, to be kicked or walked over at will. "Here's the money, boys," he said. "Each pair of these rubbers represents so many dollars and cents. That stock means just as much to me as money in the bank, or in the till, and you might just as well go upstairs and take the real cash and throw it around." The salesmen all saw the point immediately and the retailer told us that his little object lesson was of more value than anything else he could have said. It had been the practice of the clerks always to leave the job of picking up the fallen boxes to somebody else. Consequently the task fell to the proprietor, but after putting the matter before the men in this light his stock-room was always orderly.

### The Cost of Fabric

**A** MANUFACTURER says standard fabric costs about \$4.15 a running yard. Being 56 inches wide and having 14 square feet to the yard, the price per foot is about 30 cents. High grade fabrics, like high grade leather, are much higher in price at around \$6 a running yard. This figures out around 43 cents a foot. When the fabric is backed in making shoes the manufacturer says it costs him about as much as leather. Then there's a margin generally allowed to hold the stitches. If fabrics are stitched too close they are liable to unravel. A few manufacturers figure that by using fabric tops they can make a much cheaper shoe and price them accordingly.

Your exhibit at the Canadian National Exhibition in Toronto may be seen by over a million people this year.

### Prince of Wales as a Soldier

Many charming little stories, demonstrating his great human and soldierly qualities, are being told about the Prince of Wales, who will open the Canadian National Exhibition on Monday, August 25th. The Canadian boys overseas had plenty of opportunity to observe his actions and declare that he seemed to love danger, and at times his conduct bordered on the reckless.

This side of his character is well illustrated by the following extract from Ian Hay's book, the *First Hundred Thousand*.

"Blaikie lit his pipe—it was almost broad daylight now—and considered.

"Yes," he agreed. "Perhaps. Still, my son, I can't say I have ever noticed staff officers crowding into the trenches (as they have a perfect right to do) at four o'clock in the morning. And I can't say I altogether blame them. In fact, if ever I do meet one performing such a feat, I shall say: 'There goes a sahib—and a soldier,' and I shall take off my hat to him."

"Well, get ready now," said Bobby. "Look."

"They were still standing at the trench junction. Two figures in the uniform of the staff were visible in Orchard Trench, working their way down from the apex, picking their steps amid the tumbled sandbags, and stooping low to avoid gaps in the ruined parapet. The sun was just rising behind the German trenches. One of the officers was burly and middle-aged; he did not appear to enjoy bending double. His companion was slight, fair-haired, and looked incredibly young. Once or twice he glanced over his shoulder, and smiled encouragingly at his senior.

"The pair emerged through the archway into the main trench, and straightened their backs with obvious relief. The younger officer—he was a lieutenant—noticed Captain Blaikie, saluted him gravely, and turned to follow his companion.

"Captain Blaikie did not take his hat off, as he had promised. Instead he stood suddenly to attention, and saluted in return, keeping his hand uplifted until the slim, childish figure had disappeared round the corner of a traverse.

"It was the Prince of Wales."

### Deliver the Goods

In order to compete with any trade evil you've got to "deliver the goods." Here is a firm continually shouting the message "Buy-it-at-Home" and yet when a copy of their catalogue is received we find it is printed in a city 75 miles away. Another firm admonishes us continually to buy "Made-in-Canada" goods exclusively. They are distributing a little advertising novelty marked "Made in U.S.A."

It all goes to show that about 99 per cent. of us buy from people who can "deliver the goods," no matter where they are situated. If, in the above instance, the printer in the home town, or the Canadian novelty company, could have "made good," the orders would have gone to them, without a doubt.

It's the same with the mail order competition. You've got to prove that you can give the people something the mail order houses can't—and that something is usually "service".

# The Sterling Boot Shop, Montreal, Que.

One of the Handsomest in the City—Simple But Effective System  
of Keeping Track of Stock

**T**HE Sterling Boot Shop at 843 St. Lawrence Boulevard, Montreal, is one of the latest stores to be opened in that city. The proprietors, Messrs. S. Corber and A. Klakoff, have another store, the Broadway, on St. Catherine Street West, and have been in business for ten years.

The Sterling Store is stocked with Canadian and United States goods, comprising men's, women's, and children's. The fixtures are all in mahogany finish. The shelving runs around both sides and the end of the store. Women's goods are kept on the right side and at the end, and men's on the left, the stock of children's footwear being kept separately in a room at the side.

The shelves are in sections, the stock being arranged so that the women's pumps, plain black shoes, oxfords, colored and white goods, etc., are kept in different sections; in men's, colored top goods, browns, blacks, oxfords, etc., are arranged in the same way. Hosiery and findings are also stocked. All shoes are in special cartons, and are marked in plain figures, together with the store number and size.

With a view of keeping track of the stock a loose leaf system is employed. When received, all goods are entered on a sheet, as illustrated, each width being entered on a separate page. Entries on the first line refer to the number of goods ordered, and the second line

to the shoes received, the total being carried out at the right hand side under the proper heading. The third line refers to the sales; the fourth line gives the stock on hand at the particular date, the total being



Mr. S. Corber, one of the proprietors of the Sterling Boot Shop, Montreal

marked at the right of the "total pairs" column. Particulars of the sales are obtained from the sales slips, and are marked off each day.

The firm have also an excellent follow-up system, by which touch is kept with customers. This is done



Exterior of the New Sterling Boot Shop, Montreal.

DESCRIPTION		OWN NUMBER	MANUFACTURER'S NAME		Manufacturer's Number	SELLING PRICE	REGISTER NUMBER							
Black kid. w/ Bals G.W. 11-12-13-16-8 heel 1098 2415		357	John Kelly		1415 1/2	15.00	42287-6							
110	A	3 1/2	4	4 1/2	5	5 1/2	6	6 1/2	7	7 1/2	8	TOTAL PAIRS	COST PRICE	COST VALUE
May 12		1	2	1	2	2	1	1	1		1	12	975	117.00
		1	2	1	2	2	1	1	1		1	3		
		1	1	1	1	1		1			1	9		87.75
		1	1	1	2	1	0	7			1			

The stock sheet used by the Sterling Boot Shop, Montreal. This shows the total pairs on hand and the actual sizes at all times.

by the use of filing cabinets and a special card index. Every day the names and addresses of customers, with particulars of goods purchased, are entered on cards, similar to the one here reproduced, the data being taken from the sales slips. Under the head "Remarks" are entered details gathered from the sales' conversation, preference as to short or long fitting, complaints, returns, etc. The card is thus a valuable guide to the clerk in dealing with old customers. The system also has another angle. The name and address of each customer (with date of purchase) are copied on to a plain card, with the idea of following up for further business. These cards are kept in a filing cabinet, and are filed under dates, say six weeks or two months ahead. At the expiration of this time the customers are written to, attention being called to special lines, or suggesting that further goods may be required. In this way the name of the firm is brought again to the notice of customers. The cards are gone over each day, and

placed stands with glass tops on which goods are displayed. There are also solid stands. The whole window trim is very effective; the design in leaded glass being quite attractive. It will be noted that the name of the store is made prominent by reason of its repetition—thus forcing the attention of the public. The electric lighting is from above, and is by means of lamps in inverted bowls.

### Montreal Factories Busy

**M**ONTREAL shoe factories are filled up with orders. A number of makers are not in a position to take further business for a considerable time, while others will not book orders unless they are covered for leather. Conditions are so unsettled that it is taking long chances booking orders without being covered with raw material. The leather market changes very rapidly, with quotations still in the upward direction. Manufacturers in Maisonneuve are extending their facilities. The addition to the factory of La Parisienne Shoe Company is nearly completed; Dupont & Frere are also extending their plant; the addition to the Tetrault factory is well under way; the United Shoe Machinery Company is putting up another extension and the United Last Company has erected a drying shed with a capacity of 200,000 blocks. At Pointe-aux-Trembles the Canadian Footwear Company are adding to their factory, while in Montreal the Macfarlane Shoe Company have enlarged their plant.

Some retailers have found difficulty in securing adequate supplies of stock this season owing to the inability of makers to deliver on time. Orders placed many months ago are now coming to hand and others have been cancelled by the factories. Business broadened beyond expectations and the shortage of materials, with the insufficiency of help, caused many deliveries to be late. The manufacturers have had more than an ordinary share of difficulties this season and the leather situation has been an unpleasant surprise to the trade. Despite the rise in the price of shoes, retailers are doing a large business. Apparently the public is getting reconciled to high prices, which, from all appearances, have not yet reached the peak.

Toronto has been selected as the distribution depot for the Canadian war trophies. Three score carloads of trophies are already assembled and will eventually be allotted to the museum at Ottawa or to different cities and towns throughout the Dominion. Meanwhile, they are stored at the Canadian National Exhibition and will be shown during the Big Fair, August 23rd to September 6th.

Name		Address			Phone		
Date	Clerk	Stock No.	Size	Wide	Description	Remarks	Price

The record card that is used to file the names and addresses of customers, together with particulars of their purchases.

letters are daily sent out. The system has been found to work very satisfactorily.

There is a built-in show case on each side of the store, near the door, while on the right is a desk with telephone and on the left a shoe shining stand with two chairs. There is a full length mirror in the centre of the shelving on the women's side, and a door, leading to a store room, on the men's side, this door also having a full length mirror. Carpets are laid on both sides, the chairs totalling 18. The cash desk is at the end. The interior lighting is by three bowls suspended from the ceiling.

The windows are finished in mahogany. From the cut it will be seen that the rear panels are practically all of leaded glass, with the words "The Sterling Boot Shop" in the centre. At the bottom of the panels there are built-in mahogany shelves, while underneath are

# Eighty Exhibitors at the Boston Shoe Style Show— Very Few New Models Shown

From Our Boston Office

**T**HE Boston Shoe Style Show, which was held at Symphony Hall, Boston, July 14 to 17, conducted under the supervision of Mr. William H. Walsh, was declared to be the best style exhibition yet held in the Hub.

Eighty exhibitors occupied booths where their products were displayed, varying in nature from finished shoes to shoe accessories. Aside from the attractive booths and the tasty hall decorations, moving picture screen films added interest to those who would know more about shoes, leather, etc. In the afternoons a



An attractive high-cut and oxford made of F. B. & C. kid leather

screen description of the processes in shoe production, machinery and tannery exhibits lent additional educative value to the show. One film lecture, prepared by the National Shoe Retailers 1920 Convention Committee, purported to show why retailers must ask more for their shoes this fall and winter.

In the evenings, forty living models, garbed in Miladi's tastiest and most fashionable costumes, paraded up and down an elevated platform extending down the centre of the hall, exhibiting the styles and models of those exhibitors who occupied booths. As there were eighty exhibitors and each model showed four different sets of shoes and costumes, there were 160 displays, which furnished no lack of variety for the wondering admirers. Each appearance of the models was accompanied by a brief pictorial screen production, so that the public were kept thoroughly informed of everything going on.

The influence of war restrictive measures was still in evidence, as there were very few really new styles shown. Women's and misses' 9" boots prevailed, although there were plenty of 8-1/2" heights. One or two exceptionally high shoes were shown by the P.

J. Harney Co. of Lynn; a Kelley kid high lace 15" bal with 26 eyelets in black, brown, canary; and a brown-kid boot with 19 brown birdseye buttons to match.

To the present high prevailing prices of leather and the tendency toward a shortage of leather of serious proportions may be attributed, in a large degree, the more general offering of cloth and fabric-topped boots. It is predicted by many that the season 1920-1921 will bring about a condition where shoes with fabric tops will dominate and the all-fabric shoe will be no idle dream.

Contrasting colors in vamps and tops produced some very attractive shoes in plain leather, and combined leather vamps and cloth tops, in fine kid and buck—mahogany, black, field mouse and sand shades. The report is that browns in the beaver and deer shades will be popular both fall and next spring. Whites are in ever increasing demand in street, beach and sport shoes. White canvas are as popular now as for the last season and all indications point to their continuance in vogue for the next season. The demand far exceeds the supply. White calf and buck are available while white kids are scarce and almost unobtainable in the leading designs.

A tendency toward more economy in shoe making is seen by the adoption, on the part of the better grade



An F. B. & C. kid pump and oxford.

shoe makers, of side upper leathers where formerly only kid or calf would satisfy. The prettiest and smoothest calf and kid leathers have been ably imitated and they are selling very strong, although the greater number of retailers claim their customers want the very best and pay the price without a whimper rather than accept a substitute.

A greater appearance of oxfords with heavy soled

extension edges will be seen this fall and winter in the East and West alike, although the oxford fad has been confined to the extreme East up to this season. Lace shoes prevail. Button shoes, however, are making their appearance more frequently, especially in evening and dress styles. Long slender lasts with long  $4\frac{1}{2}$  inch vamps, persist.  $13/8$  Louis heels are shown on most high boots and the new Baby Louis heel is coming into prominence in street oxfords and slippers. Wood heels are increasing in popularity.

Predominating colors are dark browns, blacks,



One of the new lines of the Geo. E. Keith Company, Brockton, Mass., displayed at the Boston Style Show.

whites and grays. The spring of 1920 will show lighter shades with ivory, light gray, and white washable kids leading. The Fall of 1919 will see field mouse and the medium gray shades leading. Plain colonials are still in evidence although steel and metal ornaments are being shown in greater variety than ever before.

Men for the coming fall and winter will be seen to be wearing more oxfords than ever. Dealers are exhibiting broad-toed brogues and other models, stimulating the college fashions, with perforated wing tips and heavy extension edge soles.

Demobilization is proving to be an added stimulus to the men's wear trade. The wearing of the army shoe by those who are being rapidly demobilized is going to be a great boom for the sale of men's shoes, and every dealer in the country is planning on stocking up to meet the expected big demand. The soldiers are not going to wear the cheap grades, but are de-

manding better shoes than they have been accustomed to wear.

Browns, blacks and the dark tans with a sprinkling of the lighter tans, will be the right thing this fall and spring. It is anticipated that cloth topped shoes will be worn by men more in the coming seasons in the lighter shades. The high rising price market will accentuate any tendency this way.

One of the attractive booths at the style show was that of the K. M. Stone Co. of New York, displaying shoes, sandals, slippers and boots from all parts of the globe, including some interesting examples of Persian, Russian, Japanese and Chinese footwear.

The style exhibit of the Kescot Manufacturing Co. was a most elaborate one, showing as many as 4,000 different and distinct types and designs of metal ornaments.

Among the United States firms selling Canadian trade who exhibited at the Show were the following: F. Blumenthal Co.; Pfister & Vogel Leather Co.; Churchill & Alden Co.; T. A. Kelley Leather Co.; M. N. Arnold Shoe Co.; Parker-Holmes Shoe Co.; Rickard Shoe Co.; United Lace & Braid Co.; Donnell, Carman & Mudge; the Standard Kid Mfg. Co.; J. Spaulding & Son Co.; Beckwith Box Toe Co. Farnsworth-Hoyt Co. Many British and Canadian buyers attended the Style Show.

### Anatomic Footwear at Boston Style Show

CONSIDERABLE interest was taken by many who visited the Boston Style Show in the exhibit of Tru-pe-dic footwear which were shown in the booth occupied by Churchill & Alden Co., of Brockton, Mass.

This shoe is a scientifically constructed shoe, genuinely anatomic and not a corrective shoe, and is without the clumsy, ill-shapen look of the corrective shoe. The scientific facts, established by the American Posture League, have been adopted by Churchill & Alden Co., who are today educating their dealers to the importance of carrying this line in their stock so that customers who really want the correct shoe for their particular shaped foot can obtain it and the additional comfort which is assured.

By measuring and charting the feet of thousands of shoe wearers the Posture League has been able to classify feet into three distinct groups—Inflare, Straight, or Outflare. With this determination as a working basis the Tru-pe-dic shoe has been constructed on standard lines so that every human foot comes under one of these classes and is therefore easily fitted with the proper shoe for the particular shape desired.

Tru-pe-dic footwear are endorsed by foot specialists and doctors as they give comfort without destroying style and are made on a sound standardized basis of construction. The toes of the foot do not rub against the side of the shoe in Tru-pe-dic and create corns: the foot does not slip in the shoe from side to side as the shoe hits the ground; the narrow shank helps the upper to grasp and support the arch; the fit is snug over the instep and ankle and not only supports the bones of the arch but also tends to buoy up the whole body. The cupped heel of the Tru-pe-dic enables the heel of the foot to rest in a naturally human way in the heel shaped depression of the shoe and gives more comfort.

Many dealers at the show were interested in this shoe. One Canadian shoe merchant is thinking of taking over the agency for Canada.

# Building Up the Home Town Business is Largely a Matter of "Having the Goods"

By Mr. E. M. Trowern\*

The place where most people congregate in a village is the country store. It is usually a Post Office, the place where the farmers exchange their eggs and butter, the committee room for the politician, the headquarters for countryside gossip, a meeting place for friends, and the place where the merchant is supposed to keep everything from a needle to an anchor. It is from these centres that the villages develop into towns, and the towns into cities. The more the merchant prospers, the better the village prospers, and so it is with towns and cities.

Goods in the retail stores in New York are of little value to the people of Canada. They want to be able to go into the shops in the place in which they live and examine the goods, price them, order them, and either take them home or have them delivered. They want to know also that the goods they select personally are the goods they get, and this is where the local merchant will always have the advantage over the mail order house system, which means that when you buy goods you must rely almost entirely upon the selection by other people, and not upon your own judgment. Perhaps the best illustration that can be given of the advantages of buying in the home town will be understood by those who are familiar with the question of selling boots and shoes at retail, and the correct fitting of the same.

Not long ago, the writer's attention was called to a rather singular circumstance. Visiting in a small town in the cool of the evening, when the ladies of the town were visiting the post office for the evening mail, a merchant, well posted in the boot and shoe business, called attention to the fact that ten ladies out of twelve who passed were wearing mail order shoes. He discerned them by the way in which they fitted the feet. Some were too high in the heel, others too low; some too broad and others too narrow. They were not only uncomfortable but they interfered with the poise and carriage of the wearer. Had these shoes been purchased in the home town, these faults could have been avoided, much to the comfort and well-being of the wearer, and at perhaps less cost in the end. This illustration might also apply to a large number of other articles.

The retail merchants themselves are not entirely blameless for this condition of affairs. Every merchant in business knows that the best way to shop is the legitimate way of shopping, and that is for the purchaser to see the goods, examine the quality, ascertain the price, and find out if they suit before the money is paid. The reason why these facts are not pointed out more prominently by the retail merchant is that they know so well that the above is the proper plan of buying that they believe the public generally should have the same information, whereas perhaps there is more ignorance existing among the general public with regard to the quality of merchandise than there is in connection with almost any other subject. Every merchant will bear testimony to the fact that there are many customers who have an idea that they know all about the quality of goods, where-

as, as a matter of fact they know very little, and it would pay them far better to explain their requirements to an honest merchant who knows his business, and secure his assistance in selecting the goods, and in this way they would secure better value, as well as the styles that would best suit them.

The citizens of every city, town or village should take a pride in the retail stores in their community. The better the stocks the merchants carry, the better the selection the citizens have, and the greater the number of people who purchase in the home town the better the opportunity the merchants have for increasing their stocks and carrying the latest styles. All citizens who send their money out of the town are injuring the business of the town to that extent, and they are doing an injury to those citizens who patronize the local retail merchants.

Retail merchants select goods for the convenience of their customers. They study their requirements; they understand the extent of their purse, and the goods are always on hand, ready to be delivered at a moment's notice. Merchandise in Europe is of very little use to the citizens of any city, town or village in Canada. The goods must be here, ready and waiting, and our system of distribution is so arranged that if trade is developed along natural lines, and those who receive their money from the town patronize the town, they are not only making it convenient for themselves but also for every other resident in that town. If the retail stores were taken out of the cities, towns and villages of Canada, it would be equivalent to destroying the commercial life of Canada.

Although not generally mentioned, when the development of a city is questioned, the first thing that strikes a stranger when he enters any city or town is the character of the shops in that city or town. If they are poorly kept and poorly stocked, with unpainted fronts, the town can be considered to be on the decline. If the store fronts are well painted, and the stocks well kept, and the retail merchants alert to their business, the town is always prosperous, and it becomes an attractive place for the farmers and mechanics to congregate. It generally develops into a community hub and the effect is reflected in the homes and in the surrounding farms. The nearer a good farm is to a thriving city, town or village, the more valuable the farm becomes, and the more valuable the farms become, the better will be the business done in the city, town or village. In this way the whole community thrives.

Buying in the home town, therefore, means very much more than appears on the surface. It benefits both the buyer and the merchant. It helps to improve the streets, to reduce taxation, to add to the enjoyment of life, to bring the goods that are made at a distance to a common centre where they are needed. It circulates money, giving all an equal chance to secure some of it, and in this way buying in the home town helps the merchants, lowers the price of goods to the consumer, aids the financial institutions, gives more money in taxes for better roads, better police and fire protection, helps the newspapers, enables the

\*Secretary, Dominion Board, The Retail Merchants' Association of Canada, Incorporated.

municipality to pay better wages to school teachers, assists in the erection of better churches and public institutions, and, finally, establishes better residential districts and in this way prosperous cities and towns are built up. The object, therefore, of all loyal citizens should be to buy the things they require in the place in which they live.

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## People in Great Britain are Demanding a Better Class of Footwear

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**G**REAT Britain, like Canada, is experiencing a rising shoe market. But in spite of the heavy advance there is a very insistent demand for the better class of goods. A retailer in the West End of London termed it "A positive craze." Business girls who before the war would pay only 12s 6d now cheerfully pay £2 5s, while £3 10s is the price for an ordinary pair of shoes, exclusive of buckles. The signing of the armistice was the commencement of a reaction from the mere utilitarian footwear of war days. Colored shoes are particularly in demand, and the number of women who want shoes to match special gowns—and who are willing to pay big prices for having them made—is very much on the increase.

"We have been asked to make some cretonne shoes to match a lady's frock, but it is doubtful if this style will attain great popularity. There is a big demand, though, for suede and brocade shoes in black, grey, champagne, and tete de negre. Usually the distinctive note in such shoes exists in the buckles used, which often introduce a note of color. Buckles of colored mosaic are one of the latest ideas, while others are made of jade and other colored beads. Miniature flowers shaped into buckles are also increasing in favor.

"With regard to the shape of shoes, there is no doubt that high Louis heels and extremely pointed toes represent the fashionable footwear for the summer months. There is certainly a tendency to carry such styles to extremes, however, while it is foolish for women whose feet were never made that way to try to wear such footwear. A long pointed-toed shoe on a stumpy square foot is apt to become something like a Chinese boat.

"There are some points which every woman should bear in mind when she is going to buy a new pair of shoes, particularly the style of shoes and the method of buying them.

Shoes should be chosen from an individual point of view—the sort of shoes which suits the shape of the foot and the personality of the wearer. They should be fashionable, but within limits—comfort, ease, and suitability are more important. Choice, too, should be governed partly by the number of pairs of shoes a woman can keep in her wardrobe, and on the price. A cheap replica of an expensive shoe is generally a bad bargain.

"Nor should a woman ever buy new shoes when she is in a hurry, when she has been walking a great deal, or when she is hot and flustered. The feet must be cool when shoes are being tried on if a good choice is to be made. Incidentally, a shoe which 'fits like a glove' the first time it is put on is not a good shoe to buy—it will almost surely grow too big and badly fitting. The lacing of a shoe should never come right together at the outset, especially with shoes of suede and other soft materials."

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## Upward Tendency Has Not Abated on Boston Leather Markets

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**T**HE upward tendency of the hide and leather markets has not abated the past month and prices are steadily on the climb. There seems to be no let-up in the sudden changes and dealers all declare the top has not yet been reached. Orders are being placed for early deliveries and on only small lots of skins and leather. Most business transacted is for winter and spring deliveries subject to price changes. Tanners have to make these provisions in order to cover themselves on the fluctuating market. Prices on leather change by the hour. There is no let-up in the demand by the shoe manufacturers and with them it is a case of getting the best they can on both price and deliveries.

The glazed kid market has reached that point where tanners and dealers have nothing to offer and refuse to quote. The raw skin market supply is reported to be growing less and less with very little likelihood that the supply will meet the demand for some time to come. Germany is now open to the world's markets and naturally they will be keen bidders for goatskins. The outlook for a plentiful market is very doubtful. South American goatskins are being bought up by the South American countries for their own tanneries, which are growing larger day by day. This also reduces the former source of supply. Black kid is selling from 40c in the cheapest grade to \$1.25 per foot in the top grades. Colored kid is selling from \$1.20 to \$1.50 per foot and some buyers are willing to pay more for the sake of early delivery concessions. But there seems to be very little leather in the dealers' hands and naturally the upward tendency is stimulated by such feverish buying.

In the last thirty days the raw skin market has jumped to a point where today Patnas are selling to the tanners for \$24 to \$25 a dozen. Spanish goatskins are going at \$50 a dozen.

Chrome side leathers are strong and advancing steadily. Manufacturers claim their supply of raw materials is only sufficient to carry them through the winter months and orders are on the books covering them to the spring. Only limited supplies in the standard lines are available at this time. The improved tanning methods have brought about a condition where side leather is being used more generally on the better class of shoes. This is due to the finer perfection of side leather as a substitute for calf and kid. Velvet calf in colors is quoted as high as \$1.25. Whites are selling at \$1.00. Dark brown grain sides and even kips are selling at about \$1.00 a foot, to \$1.10 in the highest grade. It is a peculiar condition in the side leather market that the highest grades of side leather which are in the greatest demand are also in less supply. This has a bullish tendency on the market.

Packer No. 1 cowhides have shown an advance the last few weeks of 10c to 12c a pound, and choice No. 1 take-offs are selling from 52c to 54c per pound. Raw calfskins, domestic take-off, are quoted at 75c to 80c per pound.

Patent side leather is in more demand than for some time and the price of \$1.40 to \$1.45 per foot asked is said to be due to the increased cost of japanning leather, together with the leather shortage.



## Montreal Leather Men Say the Limit in Price Has Not Yet Been Reached

THE hide and leather situation in Montreal is still acute. Shoe manufacturers are covering their requirements as best they can, but leather merchants and tanners are not in a position to take all the orders offered. The position is one of difficulty for both tanners and shoe manufacturers. The former are disinclined to quote on leather for long-dated delivery, as they are uncertain as to the hide market, which has advanced so rapidly that it is more or less of a gamble as to future prices. Hence a conservative policy is being adopted; no chances being taken as to hide quotations. Naturally shoe manufacturers are desirous of covering their requirements; they want to know the cost of their raw material, otherwise it is impossible to figure the cost of the shoes, and to quote the retailers.

The trouble with importers of foreign leathers is that they are uncertain as to further supplies. Very little stock is available, manufacturers having purchased heavily. "The position," said a merchant dealing in kid, "is getting worse. My opinion is that we have not reached the limit in price, and that shoe manufacturers will not be able to get all the leather they will require, providing that the demand from the shoe retailers keeps up."

The side leather market is very strong, 75c to 85c per foot for black leathers and 95c for colors being the ruling quotations at the time of writing. Patent side leather is fetching \$1.25, and colored calf skins \$1.40. Sole leather has had a further advance. The justification for these prices—the highest ever known—is to be seen in the rise in hides. In April country hides sold for 24c and packer hides for 24c; they are now being bought at 59c and 62c, respectively

## Stopping Advertising Waste with Illustrations

By Edwin G. Clark, of Montreal

ONE shoe retailer used space two columns, ten inches deep, in his weekly paper to run a poorly worded and unattractively arranged "announcement." It cost him \$300 a year, and produced almost nothing. A competitor used half as much space and changed his advertisement every week, using strong selling illustrations and arguments. He doubled his business in two years.

It is something like losing a roll of bills; you lose, the other fellow finds. Then you have to put up a lot of convincing facts that the roll is yours; perhaps you get it back, generally you don't.

The amount lost through careless advertising can hardly be estimated. Attractiveness is one of the facts in advertising to which few retailers give much, if any, consideration. They know how easy it is to drive customers away by their selling talk or treatment in the store, and often how hard it is to get them back, yet they do not link these facts with their advertising.

Your advertising either brings trade or it drives it elsewhere, and after you have been driving it away for a while it requires some mighty well planned and convincing advertising to get it back.

Strong selling arguments compose the body of

any well arranged advertisement, but plain type matter lacks attractiveness without illustration. Illustrations are on an equal basis with the copy in driving the need of your shoes into the reader's mind. They are of equal importance with copy, for a good illustration will more quickly catch the average person's attention than even the best copy.

There is a "bang up" good copy writer who is with a large retail shoe store. If there is any one who can get results out of type and printers' ink this fellow can. Yet he figures his advertisements increase 50 per cent. in value when faithful illustrations of the shoes to be sold are used.

Let us analyze what makes up a good shoe ad.

First, the reader is attracted by the illustration and general appearance or display.

Second, if sufficiently interested or attracted he reads the copy. If your arguments "go home" the illustration again earns his interest in picturing the shoe or features you have been telling him about.

Third, he goes to your store and you make a sale. But many retailers use the same old illustrations in their advertising year after year, while the cuts become worn and the style grows antiquated. Then they use any old cut without considering their copy or merchandise. Their advertising may attract, depending on the cut used; the copy may be read and the reader may even get into the store, but the disappointment of misrepresentation is a bar to the completion of the sale. Such illustrations are not faithful to the goods you are selling and of course have little selling value.

You've got to put genuine salesmanship into your shoe illustrations in the first place if you expect them to add any value to the selling power of your advertising.

Better have one illustration that demonstrates a real selling feature of your shoe than a dozen that are merely illustrations or that make no particular appeal to the reader's mind.

There is absolutely no doubt that for the shoe advertiser the omission of a faithful illustration is nothing short of a gamble for results.

### Analysis of Shoe Costs

A factory compilation shows the present cost to a Haverhill shoe manufacturing concern on a pair of women's 9-inch welt laced boots of brown kid: 4 ft. Brown Kid at \$1.50 . . . . . \$6.00

Linings . . . . .	.15
Trimming . . . . .	.25
Outer-soles . . . . .	.60
Inner-soles . . . . .	.35
Welting . . . . .	.15
Heels . . . . .	.15
Top pieces . . . . .	.03
Findings . . . . .	.15
Laces . . . . .	.05
Eyelets . . . . .	.05
Carton and Boxes . . . . .	.07
Labor . . . . .	1.30
	<hr/>
	9.30

Add 25 per cent. of above for discount, overhead, profit and selling . . . . . 2.33

Total . . . . . \$11.63

# Kitchener Shoe Style Show Splendid Success

Retailers' Day Especially Well Attended—Intention of Exhibitors To Make The Event an Annual One.

THOSE who took to heart the urgings of the leather and shoe men during the past few months and journeyed to Kitchener, where the First Canadian Shoe Style Show was held July 21-26, were not disappointed. Everybody had a good time, learned something of value about his business, and, not the least important, got acquainted with the fellows, who (according to the daily newspapers) are responsible for the high cost of walking.

There were approximately 40 exhibitors, including the following: Adams Shoe Company; Anglo-Canadian Leather Company; Charles A. Ahrens, Limited; Ames-Holden-McCready; Belding Paul Corticelli; Brandon Shoe Company; Breithaupt Leather Company; Canadian Consolidated Felt Company; Canadian Polish Company, Limited; Citadel Leather Company, Limited; Clarke & Clarke, Limited; A. R. Clarke & Company, Limited; Dominion Rubber System; Eagle Shoe Company; Edwards & Edwards; Getty Shoe Company; Goodyear Tire & Rubber Goods Company, Limited; Greb Shoe Company; Gutta Percha & Rubber Company; Hydro City Shoe Company; International Supply Company; Kaufman Rubber Company; King Bros. Company; Lady Belle Shoe Company; Lang Tanning Company; Ed. R. Lewis; Murray Shoe Company; Nuggett Polish Company; Parker, Irwin, Limited; Perfection Counter Company; Regal Shoe Company; Tetrault Shoe Manufacturing Company; United Shoe Machinery Company; P. B. Wallace & Son; W. E. Woelfle Shoe Company, Limited; E. T. Wright Company.

On Tuesday, July 22, Mr. G. H. Lang tendered a banquet to the exhibitors, at which the attendance was 132. At the head of the table was Mr. G. H. Lang, Mayor Gross and Mr. T. H. Reider, president of Ames-Holden-McCready. Mr. C. A. Ahrens, president of the Kitchener Style Show, was also one of the prominent guests. After the dinner a toast to the King was proposed and the National Anthem sung. Mayor Gross welcomed the exhibitors to the city and said he was glad this first exhibition was held in his city. Like the other undertakings which had originated there, for example, the hydro electric scheme, he felt sure the Exhibition would grow and play an ever-increasing role of importance. He wished the exhibitors and the men behind it every possible success. Mr. Lang proposed a toast to the success of the Exhibition. Several visiting manufacturers responded.

Mr. Lynch, of the Regal Shoe Company, thanked the chairman in a brief reply. Mr. Tetrault, of the Tetrault Shoe Mfg. Co., also responded. Mr. A. R. Kaufman, of the Kaufman Rubber Company, Kitchener, thought the idea of holding a shoe and leather exhibition was a good one and complimented the committee on their success, and also the Lang Tanning Company for their banquet and the spirit of good-fellowship which abounded. He pointed out that he was not in the leather end of the shoe manufacturing business, but rather in the rubber end, which, he added, was subservient to the leather, because it kept

the rubber men busy building rubber footwear according to the continually changing styles of the shoe manufacturers.

Mr. T. H. Reider referred briefly to the investigation at Ottawa recently, regarding the high cost of living, and emphasized the fact that it was shown that the shoe and leather manufacturers could not be charged with war profiteering. He complimented the manufacturers of Kitchener for having arranged the first shoe and leather exhibition; its success could not be doubted and he believed the next annual exhibition would be appreciated even more.

The toast to the felt shoe manufacturers was responded to by Mr. N. Davidson, of the Canadian Consolidated Felt Company, Mr. Vogt, of the Great West Felt Company, Elmira, and Mr. Oscar Rumpel. All expressed their pleasure at the success of the exhibition and stated they will give it their support next year. Mr. Rumpel paid tribute to Mr. George H. Lang, through whose hospitality the banquet was provided. His reply to the toast to the felt manufacturers concluded as follows:

"Hear George Lang say that 'Hide is King,'  
This means that leather is the thing;  
To him I now take off my hat,  
Who puts the hides into the vat;  
He made harness called 'Anchor Brand'  
Now it is sole that beats the band.  
You'll see his booth down at the end,  
With fines, crops, shoulders and bend;  
So here's to George and to his crew,  
Go tan a sole for each dam shoe."

Mr. J. Martin, of Waterloo, also paid tribute to Chairman Lang. The toast to the tanners of Canada was responded to by Mr. L. O. Breithaupt; Mr. King, of King Brothers, Whitby, Ont., and Mr. Percy Milburn, of Marlatt, Armstrong & Company. These gentlemen briefly acknowledged the honor and thanked the chairman for the opportunity of saying a few words.

The toast to the shoe machinery industry was replied to by Mr. Jarvis, of the United Shoe Machinery Company, who looked forward to a still more successful show in 1920. Mr. H. McDowell and Mr. H. N. Lincoln, of the International Supply Company, responded to the toast to the shoe supply industry, and they both predicted nothing but success for the exhibition this year and in the years to come. The toast to the trade press was responded to by Mr. C. G. Brandt, of "Footwear in Canada," and Mr. R. M. Bremner, of the "Shoe and Leather Journal." Mr. Charles Ahrens paid tribute to Mr. A. Inrig for the interest and help that he had given. The exhibition, he thought, would be a great thing for the manufacturers and retailers; in such an annual event much time would be saved on both sides by having a centralized display of goods.

Music was furnished by an orchestra during the entire banquet.

Wednesday was retailers' day, and the delegates to the Toronto convention—the ladies, too—journeyed to Kitchener in the special train provided by the Style

Canadian shoes are in as great demand in Europe as shoes manufactured in the United States or any other country. We have the markets of the world at our feet.—Peter Doig, sales manager Tetrault Shoe Company.

Show Committee. The party was met at the station by the exhibiting manufacturers, and, accompanied by a brass band, marched the short distance from the station to the Auditorium. In the evening the entire gathering were the guests of the Breithaupt Leather Company at a picnic-supper at Bridgeport. Song sheets were provided by the company and the orchestra was kept busy until the shoemen assembled on the lawn in front of the Casino to listen to the different speakers. Mr. L. J. Breithaupt welcomed the visitors and spoke of the benefits he felt would be derived as a result of the Style Show. These affairs had been very successful in Boston and Rochester, and the Kitchener Show marked a very forward step in the Canadian shoe and leather industry.

#### Picnic-Supper at Bridgeport

The toast to Canada was responded to by Mr. F. S. Scott, who referred briefly to our part in the great war and the need for every Canadian to do his bit in the days to come just as we did during the war. Our national debt is large, but Mr. Scott thought that if we adhere to a policy of increased production we need have no fear of the outcome.

Major Charles T. Cahill, of the United Shoe Machinery Company, Boston, replied to the toast of "Our Allies." He was very proud of the part the allied countries had taken in the war and remarked that the getting-together of the various nations emphasized the great value of organization. Canada, he said, was forging ahead rapidly and making an enviable place for herself in the world of commerce.

Mr. Peter Doig, sales manager, Tetrault Shoe Company, was in a very happy mood, and interspersed his talk with several humorous stories. He pointed out that Canadian shoe manufacturers are now turning out a product equal to that of any other country in the world—as a matter of fact we have the markets of the world at our feet. For many years we have been taking our hats off to the United States manufacturers, to a great extent without reason.

Mr. T. H. Reider, general manager Ames-Holden-McCready, Montreal, who is specially well known in Kitchener, made a strong appeal to his hearers to buy only made-in-Canada goods. His slogan is "Canada for Canadians; Canadians for Canada." He congratulated the Kitchener men on the success of the Style Show and added that while Montreal might be a much larger shoe centre they would have to go some to equal the Kitchener exhibition.

Mr. Ed. Wettlaufer, sales manager Ahrens Shoe Company, speaking on behalf of the shoe salesmen, outlined some of the work they had done to make the Show a success. When they weren't selling shoes they were talking exhibition, and, as Mr. Wettlaufer said, in these days they didn't have very many shoes to sell, it is safe to assume that there was a very considerable amount of "exhibition talk."

Mr. Warren T. Fegan, president of the newly

formed Canadian Shoe Retailers' Association, spoke briefly, thanking the Style Show Committee for the many courtesies that had been extended to the visiting retailers.

Mr. A. R. Kaufman, president Kaufman Rubber Company, spoke for the rubber trade. He hoped to see the visitors in Kitchener again next year when the Show will be on a much larger scale. A cordial invitation was extended to the shoemen to look over the rubber factories in Kitchener, in which there were about 2,500 employees. He thought that in a few years this number would be increased to at least 10,000.

Mr. G. W. MacFarlane, president of Williams Shoe Limited, Brampton, thought it was a splendid idea to get together in this way. Co-operation is the keynote of progress and by understanding each others' problems the manufacturer and the dealer both profit.

Mr. Reinhold Lang and Mr. Aubrey Davis were also among the speakers. Mr. Lang proposing three cheers for the Breithaupt Leather Company. The evening's proceedings were enlivened by popular songs. The Quebec delegation, headed by Mr. Lucien Borne, rendered "Alouette," and the gathering broke up by singing the National Anthem. The Breithaupt Company received many compliments on the smoothness with which the whole affair was handled. Roughly speaking, the attendance, including representatives from all branches of the shoe industry, was about 850.

A large number of the exhibitors have already signed up for space at the next show, and many more, who did not exhibit this year, have signified their intention of coming in. Towards the close of the exhibition the doors were thrown open to the public, thus increasing the attendance very materially. Some doubt has been expressed as to whether the Auditorium will be large enough for the next show, and, as several industrial exhibitions are held each year, it is thought that some permanent exhibition building should be erected.

#### An Appreciation

As an appreciation of the work of Mr. McDowell in making the Show the success it was, the exhibitors combined in presenting him with a handsome easy chair and a pipe. The presentation was made by Mr. H. W. Pearson, of Ames-Holden-McCready, and the accompanying address was as follows:

"Every event of importance is successfully accomplished by the efforts of some certain individual or individuals. In the case of this, the First Canadian Shoe and Leather Exhibition, we, the undersigned manufacturers and exhibitors, cannot let it close without in some way showing our appreciation of the services rendered by one whom we consider the individual mostly responsible for the splendid success it was. That you spared neither time nor effort is conceded by us all and now that the work in this connection is about over, we wish you to accept a token of gratitude in the form of this chair and pipe, and hope that you will now take a well-earned rest so that by next year you will be in good condition to again assume the arduous duties which a shoe and leather exhibition requires."

#### The Exhibits.

The Adams Shoe Company displayed their popular line of flexible welts and McKay welts. They are specializing on the flexible welts up to size 7½. These are made on a special last, of selected stock, in blacks and browns. Mr. Baird was in charge of this booth.

The Murray Shoe Company, of London, (Mr. Murray in charge), showed an attractive line of oxfords, pumps and high cuts for women and high shoes for men. Their brand is the "London Lady," and they



Delegates to the Toronto Convention of Shoe Retailers Snapped at Kitchener

manufacture men's and women's welts and women's McKays. Mr. Murray states that the browns are selling strong.

The Regal Shoe Company had a specially attractive booth, decorated with green velour hangings. The fixtures were gold finish. The well-known Regal boot was hung outside. One of their best sellers is the "Hudson" model in royal purple. The "Pall Mall" last in black and tan, royal purple, Duchess calf and Ruby calf is also a favorite. A big demand is predicted for brogue oxfords. The Regal "Brogue" is made in all the popular leathers. The "Essex" is a new model made with long toe on an extreme English last. In contrast to this the company have a comfort shoe with extreme wide toe, wide shank and wide, flat heel. This is made in kid and calf, blucher or bal. In women's the call seems to be for straight Cuban heels; colors, Havana brown, black, royal purple, mahogany and gray with a few combinations. Something new in Canada was a welt imitation turn in gray kid. This shoe has every appearance of being a turn.

Mr. Parsons presided over the Nugget Polish booth, explaining the merits of his line of polishes, which come in four colors—black, tan, brown and toney red.

The United Shoe Machinery, in addition to a complete line of shoemaking accessories, displayed an 8½ foot finishing machine and a 22 foot outfit with stitcher attached.

Mr. W. T. Eyre presided over the display of A. R. Clarke & Company, Toronto. They showed their well-known patent leather, moccasins, wainigans, sheep socks, mitts, gloves and horsehide.

Gutta Percha & Rubber, Limited, showed a representative line of rubber footwear. This was in charge of Mr. E. C. Sharpe, of the footwear division, and Mr. J. G. Hardy, of the mechanical division. The company distributed a very attractive little booklet in colors, showing the various army and navy decorations.

Mr. Ed. R. Lewis, leather merchant, displayed

kid and side leather, sheepskin, fancy goat, counters, Breithaupt's sole leather, sewing cottons and shoe laces.

Mr. H. O. McDowell and Mr. H. N. Lincoln, of the International Supply Company, handle and displayed everything for the shoe manufacturer. A new device is a waist increaser for increasing the height of last waists. This renders it unnecessary to have two sets of lasts for oxfords and pumps. They also showed the Staytite heel fastener and counter-reinforcer which is designed to prevent heels coming loose, counters losing their shape and innersoles curling. The Staytite is a small molded fibre plate with flanged edges.

Ames-Holden-McCready, in charge of Mr. McCollum, of the Toronto office, had a very complete display of high and low shoes. The new AHM symbol was given considerable prominence, and the booth was nicely decorated. The company have a very active interest in Kitchener, as it is the site of their new tire and rubber goods factory. This factory is being rushed to completion and will be operating in a few months.

The Parker-Irwin Company, of Montreal, specialize in felt box toes and also are agents for Herman Behr & Company, of New York, manufacturers of ruby paper and Carbicon and the Perth Felt Company, of Perth, Ont. They also manufacture blackings, dressings and rubber cement.

The Citadel Leather Company, of Montreal, exhibited a general line of high grade kid and calf in black and colors. Mr. J. A. Scott, Mr. W. A. Lane and Mr. A. Patterson were at this booth.

The Canadian Consolidated Felt Company's display included Kosey Korner slippers, Dominion felt footwear, hair felt, tailor's felt, Pennant felts, Smart Step footwear and Koolskin insole felt.

One of the most attractive booths was that of the Breithaupt Leather Company. They had a splendid showing of sole leather, and their booth was very comfortably fitted up. In addition to the Messrs. Brei-



In the Evening a Picnic Supper was given to all Members of the Shoe and Leather Industries by the



Arrival in that City as Guests of the Kitchener Style Show Exhibitors.

thaupt, Mr. Lucien Borne, Mr. M. E. McCollum and Mr. R. M. Fraser were on hand.

The display of the Merchants' Rubber Company was in charge of Mr. R. G. Dibbin, of the Dominion Rubber System of Ontario, and Mr. G. H. Kuhl. Visitors to this booth were able to see rubbers in the process of manufacture.

The Ahrens Shoe Company, Mr. C. A. Ahrens, President, displayed their line of stylish shoes for men, women, misses, youths, boys, little gents and children. Mr. H. E. Wettlaufer, sales manager, was in attendance, and also Messrs. G. E. Zeigler, Tallent and Beal.

Edwards and Edwards, of Toronto and Woodbridge, showed their wide range of sheepskins in all colors for shoes, gloves, saddlery, upholstery, etc.; also belt leathers, chamois and artistic designs for banners and cushion tops.

Mr. W. E. Woelfle and Mr. H. Shelby were at the Woelfle Shoe Company's booth. Their line of women's fine staples was very interesting and also their Aunt Mary shoe for stouts.

Mr. Fred B. Hull, Ontario representative, was at the booth of the Eagle Shoe Company, Montreal.

The Goodyear Tire and Rubber Company displayed a very complete line of shoes soled with Neolin and with Wingfoot rubber heels. It was their aim to show that Neolin is practicable for nearly all kinds of shoes, and a very interesting little booklet was distributed answering many of the questions generally asked about fibre soles.

Mr. R. H. Kayser was at the booth of the Belding Paul Corticelli Company.

The Greb Shoe Company displayed their high-grade work boots for men and boys. In addition to Mr. Greb the company was represented by Messrs. Frank M. Smith, John J. Lembke, M. H. Hilker, V. L. Holmes and W. A. Gutpell.

The Domestic Specialty Company, Limited, of Hamilton, who manufacture a complete line of polishes, blackings, shoe findings and cements, were exhibitors.

King Brothers Company, of Whitby, Ont., manufacturers of chrome, combination and bark tanned leathers for the shoe and harness trade, had a very attractive display in charge of Mr. W. H. Doherty.

The E. T. Wright Company, of St. Thomas, displayed a complete line, including their well-known arch-preserver lines. Mr. L. W. Johnston was at this booth.

The Perfection Counter Company was represented by Mr. Geo. A. Butler, who also represents the American Stay Company, Schultz Goodwin & Company, the Duplex Blacking Company and the West Thread Company. Perfection fibre counters are absolutely waterproof, this being demonstrated by showing the counters immersed in water. The company also make felt box toes.

Visitors to the booth of the Tetrault Shoe Mfg. Company, of Montreal, were welcomed by Mr. Oliver Tetrault, Mr. Peter Doig and Mr. J. Heffering, Ontario representative.

The display of the Hydro City Shoe Company was presided over by Mr. N. B. Detweiler, and one of the interesting features was a shoe cut completely through to show the solid leather construction. The company places particular emphasis on the fact that theirs is an "all leather" line.

Mr. A. Armbrust and Mr. Alex. Inrig, Mr. D. G. Hardy and Mr. McCrady were at the booth of the Lady Belle Shoe Company. This company turns out a splendid line of women's fine McKays and several new lasts were shown.

Mr. C. D. Peavegnat was in charge of the display of the Kaufman Rubber Company. Their booth was very attractive with a showing of Life Buoy Rubber Footwear and a rubber plant, which was unusually large for this country, attracted considerable attention.

P. B. Wallace & Son, of Toronto, had a good display of shoe accessories, including a Progressive finish-



pt Leather Company. The Gathering was held at Bridgeport and the Attendance was around 850.

er and Landis stitcher. Mr. James Ferris and Mr. A. E. Wallace were at this booth.

Clarke & Clarke, of Toronto, displayed a representative line of sheepskins.

A feature of the Brandon Shoe Company's exhibit was a guessing contest. All visitors were invited to guess the factory number of a shoe which was on display, the prize being a pair of high-grade men's shoes. A large number of guesses were recorded, the winner being Mr. G. E. Reynolds, of Sterling, Ont. The Brandon Company make men's fine Goodyear welts and these were well displayed.

The exhibit of the Lang Tanning Company occasioned considerable favorable comment. The booth itself was constructed of light colored oak and the splendid showing of sole leather was very much admired. A feature of the display was the sale of the entire showing each day.

Duclos & Payan, of St. Hyacinthe, Quebec, displayed their line of high-grade fibre counters which are compressed by a special process. The company also handle upper and sole leather.

The Anglo-Canadian Leather Company had a good display of "Maple Leaf," "Huntsville" and "Bracebridge" oak, union and hemlock sole leather.

### Recent Champion Installations

**A** Champion Ideal curved needle stitcher has been installed by Robert Metcalfe, of Aylmer, Que. Mr. W. A. Coles, Canadian agent for the Champion Shoe Machinery Company, reports also the following recent installations: An additional Champion universal stitcher in the factory of the John Palmer Company, Ltd., Fredericton. All the shoe bottoming in this factory is done on Champion clinch-nailers and stitchers. D. MacKenzie, 96 Bank Street, Ottawa, who has the largest individual shop in Ottawa, has added a Champion Universal stitcher to his Goodyear outfit. F. Mitchell, 1612 Dufferin Street, Toronto, has put in a Champion combination clincher and slugger. Geo. Stovel, 50 Oak Street, Guelph, Champion Universal stitcher; A. Dion & Bro., 441 La Salle Street, Montreal, a Champion Universal stitcher for making youths' stitchdown shoes; Wilfred Blais, 331 Frontenac Street, Montreal, a Champion Ideal Universal stitcher; A. H. Dainty, 18 James Street, St. Catharines, Ont., a Champion Universal stitcher; A. Bartolomie, Park Street, Niagara Falls, a Champion Universal stitcher to replace old machinery; B. Pappianni, Thorold, Ont., a Champion Universal stitcher to replace old machine. Mr. P. Pappianni has also changed the layout of his shop, giving much more room.

### Genuine Indian Moccasins

C. N. Saba & Company, 84 Wellington West, Toronto, have a very complete range of men's, women's and children's moccasins made of genuine leather by the Huron Indians. The fur-trimmed and wool-lined moccasins and moccasin slippers are especially in very large variety. This company are direct Indian agents for moccasins and many other lines of Indian goods, including snowshoes. They have a very attractive catalogue, giving prices and particulars, which will be mailed on request.

It is estimated that there are 180,000,000 cattle and 87,000,000 goats and sheep in India.

### Mr. Barber Goes to Montreal

**M**R. F. L. Barber, who has just been appointed manager of the shoe department of the John Murphy Co., Ltd., has been connected with the retail shoe trade for eighteen years. He commenced as a clerk with A. J. Agnew, Brantford, Ont, and then spent several years in the U. S. with such firms as R. H. Fyfe, Detroit; Eastwoods, Roches-



Mr. F. L. Barber

ter, and the Sorosis Shoe Store, Washington, D. C. Four years ago he returned to Canada as assistant manager of the shoe department of the R. Simpson Co., Toronto. In August last he went to Vancouver to take charge of the shoe store of David Spencer, Vancouver, from where he has gone to take over the management of the shoe department of the John Murphy Co., Montreal.

### New Rubber Catalog

**T**HE Columbus Rubber Co., of Montreal, have issued a very fine catalogue, featuring their line of Tipperary shoes for athletic and summer wear for the 1920 season. The catalogue, which is well arranged, shows a number of new styles on the latest lasts. We are informed that the demand for Tipperary shoes last season was the greatest ever experienced by the company, who anticipate an even greater demand next season.

In view of the shortage of goods, retailers should not overlook the point of making their placing orders sufficiently large to meet all possible requirements. Otherwise sales may be lost. The company will be glad to send a copy of the catalogue and price list to any retailer requesting it.

The United States Rubber Company have on the market a fibre sole which, it is claimed, can be nailed as well as sewn. A sample recently nailed on a Champion clincher seems to offer conclusive evidence that this is a fibre sole that can really be nailed.

A press despatch announces the intention of the United States Government to investigate the high cost of shoes.



Mr. Warren T. Fegan, elected president of the Canadian National Association



Mr. W. T. Jupp, treasurer of the Canadian National Association of Shoe Retailers.



Mr. Ed. Cook, secretary of the Canadian National Association of Shoe Retailers.

## Retailers in Convention Form Dominion Association

Executive Members Elected from All Provinces—Interesting Addresses by Prominent Shoe and Leather Men—Next Annual Meeting to be Held in Montreal

The First Annual Convention of Canadian Shoe Retailers, held in Toronto, July 21 and 22, was marked by the formation of a national association which will be known as the National Shoe Retailers' Association of Canada. The officers elected for the coming year are as follows: President, Mr. Warren T. Fegan, Toronto; vice-presidents, Messrs. R. E. LeSueur, of Sarnia, (Ontario Division); Geo. G. Gales, of Montreal, (Quebec Division); H. W. Rising, of St. John, (Maritime division); W. R. Devlin, of Winnipeg, (Manitoba division); James Goodwin, of Vancouver, (Western division). Mr. Ed. Cook is secretary, Mr. J. W. Jupp, treasurer, and the executive committee is composed of E. A. Stephens, Ottawa; Felix Forbert, Lindsay; Fred Foley, Bowmanville; Louis Adelstein, Montreal; Fred J. Argall, Three Rivers; C. R. LaSalle, Montreal; W. L. Tuttle, Halifax; C. T. Hughes, Charlottetown; L. Higgins, Moncton; John Affleck, Winnipeg; R. Creelman, Brandon; Mr. Johnston, Moose Jaw; W. Marshall, Moose Jaw; J. C. Moreau, Edmonton; Mr. Hood, Calgary; James Gordon, Vancouver; H. C. Wilson, Vancouver, and James Mayner, Victoria.

The principal purpose of the association is to promote better social and business relations between members; to develop up-to-date methods and ideals in shoe retailing; to discuss and correct trade evils and abuses; to encourage the formation of local organizations and in every way to advance the welfare of the trade at large.

The Constitution provides for the election of a president, five vice-presidents, a secretary and a treasurer, to be elected annually from amongst the membership. The executive council consists of the above officers and fifteen other members—three for British

Columbia, three for Saskatchewan and Alberta, three for Manitoba, three for Ontario, three for Quebec and three for the Maritime Provinces. The officers and executive shall be nominated and elected each year at the annual meeting by majority vote.

The idea of having local executives in the various districts is to provide that local grievances or difficulties can be adjusted without the necessity of having to take such matters to the general executive. In the event that matters cannot be settled satisfactorily, however, they will be attended to by the higher officials.

The annual meetings are to be held on the second Tuesday in July of each year at a place to be decided by the Executive Council. A general vote taken at the initial meeting, provides that the next annual meeting shall be held in Montreal. The membership fee was fixed at 5.00.

The program at the first meeting included a number of talks by prominent shoe and leather men. Among these were Mr. F. S. Scott, M.P., Mr. R. H. Greene, President Gutta Percha and Rubber, Limited, Toronto, Mr. H. W. Rising, of Waterbury and Rising, St. John, N.B., Mr. J. W. Jupp, Hon. E. J. Davis, Mr. Lair H. Simons, President Wm. Amer Company, Philadelphia, Mr. Joseph Daoust, Daoust-Lalonde & Company, Montreal. Mr. R. A. Baker, of the Baker Advertising Agency, Toronto, gave some valuable advice to the retailers regarding their advertising, and Mr. W. G. Wright, insurance editor of Toronto Saturday Night, explained several knotty problems liable to arise in insurance adjustments. Mr. F. W. Stewart, Managing Director, Cluett Peabody & Company, Montreal, delivered one of his characteristic addresses on

percentage figuring. Mr. Stewart has made a very close study of this subject and his talks contain a great deal of valuable information. The members were very pleased with the way in which he placed the matter before them. Controller Robbins, of the Toronto City Council, welcomed the delegates to the city, and commended their enterprise in organizing.

Mr. A. H. Geuting, President National Association of Shoe Retailers of the United States, was to have been present but, at the last moment, found it would be impossible to get away and sent, instead, a message of greeting and encouragement. A Question Box was very ably handled by Mr. Howard C. Blachford, of H. & C. Blachford, Toronto. Mr. Greene, of Gutta Percha and Rubber, Limited, spoke in an interesting way of the different stages in the development of rubber footwear.

#### Advertising

Mr. R. A. Baker was the first speaker on the program Monday morning, and he made a strong plea for better and more systematic advertising. He advised every shoe retailer to apportion as high as five per cent. of his sales to some kind of publicity. The importance of advertising by means of window displays, he said, was very often lost sight of. Most of the merchants to-day receive only about 50 per cent. of the advertising value of their display facilities. He cautioned the members to be truthful in their advertising. If one customer was fooled he would tell a thousand others.

The addresses of Mr. Scott, Mr. Stewart and Mr. Wright are printed elsewhere in this issue.

In the evening an informal reception, with orchestral music and refreshments, was held in the Pompeian Room at the King Edward Hotel and the members took advantage of this opportunity to get acquainted with one another.

The second day's business commenced with the reports of the committee on resolutions, and the committee on nominations, the election of officers and de-

cision as to the place of the next annual meeting. The committee on resolutions emphatically condemned the irresponsible statements made from time to time in the daily press regarding the prices charged by retailers for shoes, and the excess profits they have been said to gain. It was also recommended that the executive council co-operate with the tanners' and shoe manufacturers' sections of the Canadian Manufacturers' Association in the matter of style changes, and that the Association take steps to affiliate with the Retail Merchants' Association of Canada. This latter recommendation, however, was rejected by general vote.

Hon. E. J. Davis, of the Davis Leather Company, Newmarket, Ont., outlined conditions in the sole leather market and the handicaps under which the tanners are working, not only in the matter of securing an adequate supply of hides, but also in regard to labor disturbances. The present demand for shorter hours, he thought, was a very serious mistake, and, in this connection, told the retailers very emphatically that no man could ever hope to be a success if he set out to work only eight hours a day.

The glazed kid situation was explained very concisely by Mr. Simons, of Philadelphia. This address was particularly timely in view of the fact that most of the kid leather used in Canada is imported from the United States. It perhaps came as some slight surprise to the shoemen when Mr. Simons urgently recommended a return to the use of cloth for footwear. His sole interest in life was to sell kid, but at the same time there was only a certain amount of raw material available, and no matter how much the price of it was increased there could be no possible increase in the supply. The demand for kid shoes came just at a time when the tanners were least able to handle the situation. The result was a world-shortage and consequent high prices. At the present it was vitally necessary, he thought, that we should endeavor to ease up on the demand for kid footwear and thus



Mr. James Goodwin, 119 Hastings Street East, Vancouver, elected vice-president for the Western Section of the Canadian National Association of Shoe Retailers.



Mr. Geo. G. Gales, vice-president of the Quebec division of the new Canadian association



Mr. H. W. Rising, of Waterbury and Rising, St. John, N. B., one of the vice-presidents of the new Dominion association of retailers





Delegates to Toronto Convention were the guests of Gutta Percha & Rubber Ltd. in an automobile tour of the city. This picture was taken in High Park.

minimize to some extent the tendency for prices to go still higher. The insistent needs of the Scandinavian countries, Russia and Europe will lighten the leather stocks of the world to an unprecedented level, and he did not think there was sufficient quantities of calf or cow hides, let alone kid, to cover the world demand. To some extent he thought the present high prices were due to the large orders placed by retailers all over the continent immediately war broke out, and there was a leather famine rumored. Later on, when it was found that there was nothing to worry about, a great many of these orders were cancelled and a general confusion resulted. He strongly condemned the practice of many retailers cancelling orders. A contract once made should not be broken, even though the retailer stood to lose money by not doing so. The important suggestion left by Mr. Simon, however, is that the only way we can hope for lower leather prices is to encourage the use of fabrics.

Mr. Joseph Daoust followed Mr. Simon with a most interesting talk on "World Shoe and Leather Conditions," in which he demonstrated that the Chicago packers were directly responsible for the high price of leather. Not only did they control the price of leather, but also food-producing companies, so that when prices were raised in Chicago they went up all over the world. Canadian packers, he said, were like good sheep and followed the "Big 5." He did not consider there was a serious shortage of hides in the world. It was principally a matter of price. If one cared to pay the top figure there was no difficulty in securing all the hides that were required. Our present trouble, he thought, was caused principally by the packers bulling the market. The hides were a by-product with them. They purchased cattle for its food value. Beeves sold on the hoof in Chicago for 11 cents a pound; hides are being held at from 50 to 55 cents a pound. The statement had frequently been made that if the packers reduced the price of hides they would have to make up the loss on their meat sales. Mr. Daoust explained that the packers' revenue on hides was principally all profit and that they could easily sell this by-product at 20 cents a pound and make money. On April 5th the price of hides was 24 cents. In three months the figure had jumped to 50 and 55 cents a pound. He thought that a conditional embargo placed on the export of hides from Canada would help the situation very materially. The Canadian government should provide that we have sufficient leather in Canada to supply our domestic needs and also to export our manufactured shoes to Europe.

At the close of the convention proceedings at 4 o'clock on Tuesday the members were entertained by Gutta Percha & Rubber, Limited, Toronto, who provided sight-seeing buses and conducted the party on

a tour of inspection of their factory in Parkdale and a trip around the city. The company's plant is a large and wonderfully equipped institution and, although the time at their disposal was rather short, the delegates received a good insight into the manufacture of rubber footwear, automobile tires and other rubber products.

In the evening a banquet was tendered to the retailers by the wholesale trades and, to show that the ladies were of just as much importance as the men, a theatre party was given them at the Royal Alexandra. Mr. Geo. A. Blachford, on behalf of the shoe manufacturers, welcomed the retailers to the banquet and the toast "Canada" was responded to by Mr. F. S. Scott. Major Charles T. Cahill, of the United Shoe Machinery Company, Boston, replied to the toast "Our Allies"; the "Shoe and Leather Trades" by Mr. Joseph Daoust, and "The Association" by Mr. Devlin of Winnipeg, and Mr. Gales, of Montreal.

Among those at the head table were Mr. F. S. Scott; Mr. Joseph Daoust; Mr. E. G. Kingsley; Mr. P. Jacobi; Mr. J. A. McLaren; Mr. S. C. Cronk; Mr. E. A. Stephens, (Ottawa); President W. T. Fegan; Mr. W. A. Hamilton, Toronto; Hon. E. J. Davis; Major Cahill; R. H. Greene; Treasurer J. W. Jupp; Mr. Howard C. Blachford; Mr. R. E. LeSeuer, (Sarnia); Mr. G. A. Blachford, Mr. Louis Adelstein, (Montreal); Mr. Geo. G. Gales and Secretary Cook.

While this really wound up the convention proceedings, the members got together again on Wednesday morning when they were the guests of the Kitchener Style Show Committee and the Breithaupt Leather Company of Kitchener. The Kitchener exhibitors provided a special train for the purpose of conveying the entire party to Kitchener. Practically all of the delegates took advantage of the opportunity and enjoyed a pleasant and profitable day in the Hydro City.

### Right Merchandise at the Right Time Important Thing

To get proper turn overs have at all times the right amount of the right kind of merchandise at the right time. Get rid of the undesirable if you have to give it away. Shoes are a style proposition, and if you guessed wrong on the style mark them at a price that will sell them regardless of their cost. Do not hesitate days, weeks or months, but get as much cash as you can for a bad buy and invest it in a good buy.

The shoes on the shelf are not extra good, but become good merchandise when the customer decides to buy them. After a customer has paid for shoes you may credit yourself with having bought that particular pair wisely.

# Canada Can Never Return to a Pre-War Basis

Mr. F. S. Scott, at Toronto Convention Urges Increased National Effort.

LET me extend to you, in the first place, my congratulations upon your decision to form a National Association of Shoe Retailers in Canada. You are identified with a most important trade. Problems will, from time to time, confront you that can best be solved by a co-operative effort on the part of those engaged in the business, and I have no doubt that after your organization has been under way for a short time that you will wonder why it was not started years ago. The Shoe Manufacturers Association of Canada, whom it is my privilege to represent here, to-day, formed an association. It has been less than one year in existence, and yet we have found that an organization such as we have, serves a most useful purpose, and cannot but result in great good not only to ourselves but to the people generally. There is, perhaps, some tendency on the part of the general public to feel that organizations of one kind and another, and we have a great many of them at the present time, are concerned about their interests alone. I am convinced for the most part, such organizations are inspired by no selfish interests, but in the hope that they may improve conditions, and in that way give better service to the general public. I feel that that is the object which you have in gathering together at the present time, and by keeping that object continually before you nothing but good can result. I might say that an organization such as yours has a great deal in common with the Shoe Manufacturers' Association of Canada. I wish to assure you that the Shoe Manufacturers' Association will be glad at any time to co-operate with you, and I have no doubt that by getting together on certain questions of mutual interest that great good and benefit will result.

I am asked in the few remarks which I shall make to-day to say something to you about shoe manufacturing in Canada. Many of you who are members of this association have been associated with the shoe trade in Canada for a much longer period than I have. Those men have seen great changes in the industry, but even others who have not been associated with it so long will admit that shoe manufacturing in Canada has made wonderful strides during the past few years and that there has been a great improvement in the product of our factories and that the goods turned out compare very favorably with the product of any other country. I feel that if the shoe manufacturing industry in Canada can continue during the next ten years to make the same progress as it has made in the past that it will be able to meet competition in the quality of its product and have no reason to be ashamed. Looking over the census of figures of 1917, some time ago, I was surprised to learn of the extent of shoe manufacturing in Canada. I found that there were 185 factories devoted to the production of leather footwear in Canada with a capital invested of \$31,486,000 and turning out goods to the value of \$50,000,000.

We have heard, from time to time, about the importation of American footwear, and the average citizen has been under the impression that a very large proportion of the shoes consumed by the Canadian

public are imported. Such is far from being a fact. Canada is producing in her own factories about 95 per cent. of all the shoes consumed in the Dominion of Canada, and when we consider the strong prejudice in the minds of many people in favor of imported articles, when we consider what a factor changes in styles are in this industry, it seems to me that the record of the Canadian shoe manufacturing industry in supplying the home market is a good one. In this connection I might say that during the past few years I think the Canadian shoe manufacturers have a great deal to thank the Canadian retailers for on account of the way in which they have encouraged the sale of Canadian made shoes in preference to the imported article. The figures which I have just given and the results which have been achieved could only have been brought about by having the active co-operation and assistance of those whose work it is to distribute the product to the consumer.

From a national standpoint, while it has been desirable in the past that we should produce manufactured goods in Canada it is infinitely more so in the years that are to follow. Before the war, in 1913, Canada had an adverse balance of trade amounting to \$314,000,000. We bought more goods than we exported. The war came and owing to the large shell orders that were placed in Canada and the demand for our food products abroad, we have changed this adverse trade balance of 1913 to a favorable balance in our national trade in 1917 of \$557,000,000. That is, we received from abroad \$557,000,000 more for our products than we paid to foreign countries for our imports. Happily the war has been brought to an end, but the Canada of to-day is faced with conditions altogether different from those which existed prior to 1914. If this country were to go back to the pre-war trade conditions we would not be able to carry on. The cost of the war to Canada was about one billion, 500 million. We have interest on this amount. We have pensions to meet in addition to our regular expenditure. The only way in which we can meet this condition is by placing our trade and industries in peace times upon what may be described as a war footing. What we require in all lines is production. During the war we used to refer from time to time to what a splendid opportunity the steel manufacturers of Canada had in the production of munitions. While much has been said about profiteering in connection with the shell industry I think this also can be said that the men engaged in that industry measured up splendidly to the occasion. They produced munitions in Canada of a quality and in such quantity as was not thought possible or dreamed of at the beginning of the war. The record of labor in this same connection was a magnificent one. The Dominion of Canada had fewer strikes and fewer labor disturbances during the war than any other country, and the way in which our workmen applied themselves to the production of munitions showed clearly that properly organized Canadians could compare favorably in the manufacturing industries with any other country in the world. My thought is that in the future we have got to get the ordinary lines of

If you set out to buy shoes at \$5.00 a pair you'll quite likely come to the conclusion that "there's a scarcity of shoes." But if you set out to buy shoes at \$10.00 a pair you'll find that "shoes are quite plentiful."—Mr. Joseph Daoust, at Toronto Convention.

industry upon practically the same basis as our shell industries were in during the war. The period of reconstruction is upon us, and I believe that it offers the same opportunities in the industries and in agriculture to Canadians that obtained during the war. In this connection it is important that our industries should keep before them that they owe their first duty to the Canadian home market. We must keep that supplied but it is our duty, too, in all lines of industry to redouble our efforts and endeavor to manufacture and produce as much of the goods that are required by Europe at the present time as is possible.

A most difficult and unlooked for condition confronts us in the shoe manufacturing business at the present time. During the war we were greatly handicapped for lack of help, and production fell off, increasing our manufacturing costs. With the conclusion of peace and the return of the armies from overseas it was felt that there would be a great surplus of help and that there would be unemployment, perhaps, in our industry. The very opposite has been the result. There is just as great a scarcity of help amongst shoe manufacturers in Canada to-day as there ever was. Employment could be found for a great many more people if they were available, and just as shell manufacturers pressed into service men from other lines of trade so it will be necessary for us to utilize in our industry during the next few years labor from other industries upon which there is not such a strong call at the present time. It was felt by financial men that with the conclusion of peace there would be a considerable drop in the price of most commodities. The very opposite has been the result in the shoe and leather industry. After the end of the war, in conversation with leading tanners, men whose business it was to study the hide markets, they were of the opinion, for the most part, that the proper policy to follow would be a conservative one, and that the high levels that had then been established would probably decline. We find, however, that hides and leather have increased in price, since the stopping of hostilities, to a tremendous extent. Leather buyers have come into Canada and the United States, and have cleaned up all the available stock, forcing prices to unthought of levels, and we are face to face with conditions to-day without a parallel even during the difficult days of the war. I am convinced that we in this Continent have under-estimated European conditions. In conversation with a gentleman whose family lives in Europe he stated that they had not bought for their family a pair of leather shoes since 1914, that there were none to be had. The demand for goods from Europe in the leather trade seems to be unlimited and, in my opinion, it is going to take some years for it to be filled. As long as this condition of affairs exists it would not appear that there is much chance of selling anything else but dear leather and footwear. I said

a moment ago that our first duty as Canadian manufacturers was to the Canadian people. We must keep this constantly before us. In that same connection the first duty of the Canadian tanner, I consider, is to the Canadian shoe manufacturer. He should look after his home market. I feel that it is only fair that I should say that during the four years of war the Canadian tanners kept this idea constantly before them and the Canadian shoe manufacturers were treated very fairly under difficult circumstances by the tanners. In many cases Canadian tanners could have received larger prices for their products by shipping them abroad and to the United States, but they filled contracts which they had with the Canadian shoe manufacturers on a very favorable basis. The best evidence of this is the fact that the Canadian Government were able to buy their military shoes at prices considerably less than was paid by the American Government. The records show that goods bought at the same time by both governments, Canadian prices were more favorable. Having said this, I think that it should be the object not only of our own industry, but in all industries, to manufacture as much of our raw material here as possible and export it in the shape of finished goods. Take for instance, in our industry, if we can build up shoe factories in this country to take up the raw material as we receive it from the tanners, instead of sending it abroad in the shape of leather, how much more it will mean to our national wealth. There can be no doubt about the greater the production the lower the cost of production and if our factories during the next few years were able to double their production of shoes the result would be that we would be able to produce our goods for the home market at a lower cost, resulting in benefit to the consumer, and at the same time giving employment to thousands of people in this country and bring about a period of progress and development such as we have never known.

There is just one other matter that I would like to refer to, as I think it is of great importance at the present time, and that is the labor situation. In speaking of it I am liable to be misunderstood. I feel that altogether too much agitation is being carried on at the present time in favor of shorter hours. I am not speaking from a personal standpoint because after all it does not make a great deal of difference to the individual manufacturer if all are placed on the same basis, but from a national standpoint I feel that it is a mistake at the present time, to radically shorten the working hours and curtail production. When the war was at its height and when we were uncertain, as we sometimes were, of the future, and when it would all end, we felt at that time that we were prepared to make any sacrifice in order that we might see it through to a successful conclusion. While the war is ended the conditions brought about by the war cannot be disposed of by a stroke of the pen. Fifty million men have been taken out of productive occupations and turned into the greatest work of destruc-

Cash is the only thing that talks with a mail order house. And yet many retailers who complain bitterly of this sort of competition continue to give unlimited credit. This is not consistent.

tion the world has ever seen. It is not reasonable to expect that with the stopping of hostilities we are going to go back to the old order of things that existed prior to the war. It will take years of reconstruction to bring that about. I believe that labor, as well as every other class in the community, should keep this idea before them and that we should be prepared to work harder and produce more during the next few years in order that we may discharge the obligations which have been thrust upon us as a result of the war, Canada has a great opportunity. As I pointed out, I believe that we can put our industrial life during the reconstruction period to what might be described as a war basis. Properly taken advantage of, it will mean not only that we will be able to discharge and meet our national obligations, but it should also mean great prosperity to our people. High wages will prevail. It cannot be otherwise, and I do think that the efforts of labor leaders during the next few years should be directed not so much to the securing of shorter hours, but rather to seeing that labor receives its fair share of prosperity which should come to this country.

I understand that Mr. Davis, one of our leading tanners, will address you to-morrow. He will be able to give you some idea of what basis there is for the increased cost of shoes which will confront you for some time to come. I have not dwelt upon this, as he will be able to speak to you with more authority than I could.

I thank you for the opportunity which you have given me of appearing before you, representing, as I do, the Shoe Manufacturers of Canada, and I trust that the organization which you have just started at this time will be successful, and that it will have many years of great usefulness, and that the retail shoe trade of Canada will get their fair share of that prosperity which I believe will come to this Dominion of Canada.

Another feature of the Canadian National Exhibition will be a Victory Tower 70 feet high.

## Mr. M. Mendelsohn Opens New Montreal Store

**U**NDER the style of Mendelsohn Brothers, Mr. Mendelsohn has opened a new shoe store at 373 St. Catherine St. West, Montreal. Mr. Mendelsohn is one of the oldest shoe retailers in Montreal; for years he carried on business on St. Lawrence Boulevard and, on disposing of this store, opened at 47 St. Catherine St. East. His new store has an exceptionally fine frontage; there are side windows and one in the centre with entrances on other side. Burnished copper and marble, with mahogany fittings, are the chief materials of construction. The entrance is paved with tile. The side windows have rear panels of mahogany, surmounted by panels of mirror glass, interlaced with copper bands. The central window has a mahogany panel and a panel of clear glass, also with copper bands. The cornice above the windows is of copper. Lighting is from the ceilings, the lamps being placed in silver-lined bowls. In addition, there are candle stick lights mounted on brackets placed on the mahogany panels. Some of the goods are displayed on fancy glass stands.

The interior fixtures and chairs are of mahogany finish. The walls are painted in old ivory color. The floors are entirely covered with green carpet. Shelving is arranged on the side walls and a cash desk is at the end of the store. Men's goods are on one side and women's on the other. In the centre of the fixtures there are two showcases with interior lights. The thirty chairs are in two rows. A gallery is built over the rear portion of the store and this is used as an office by Mr. Mendelsohn. The main lighting is by four large bowls, suspended from the ceiling, these being supplemented by candlesticks on brackets at the end of the store.

The stock consists of high grade Canadian and United States shoes. Surplus stock is carried in a large basement fitted up with shelves. All the goods are in special cartons. Mr. E. Drolet is store manager.



Mr. E. P. Drolet, manager West End Store of Mendelsohn Brothers, Montreal.



Mr. M. Mendelsohn, who has just opened a new store at 373 St. Catherine West, Montreal.



Mr. Joseph Bernstein, manager East End Store of Mendelsohn Brothers, Montreal.

# Fire Insurance a Dry Subject But Very Important One

An Instructive Address Was Delivered by Mr. W. G. Wright at the Recent Toronto Shoe Retailers' Convention

**F**IRE insurance is a subject that should be of a great deal of interest to the business man. It is to the insurance man, but it is a dry subject.

It reminds me of the old lady who got into a sleeping car one night and she became thirsty and said, "Oh, but I'm dry," "Oh, but I'm dry," Oh, my, but I'm dry—"For Heaven's sake porter get that woman a drink of water—"Oh, that's grand, my, but I was dry," and fire insurance was, is and always will be dry. So if I give you a dry talk this afternoon don't blame me.

What is fire insurance? It is a contract of indemnity. You buy a fire insurance policy for \$1,000? You don't buy any such thing. You buy a contract with the insurance company that they will indemnify you against loss to an amount not exceeding \$1,000. If your whole stock is burned up you are entitled to \$1,000?—nothing of the kind. You may have had only \$400 worth of goods destroyed; you might have had goods which cost you \$1,000 destroyed and they might have been worth only \$400 because of that element of depreciation of which I speak, or they may be, as in the case of a manufacturing shoe establishment for whom we made an adjustment, where the goods had cost \$1,000 and were shown to be worth \$1,700 and the insurance company paid the loss on the basis of \$1,700.

Fire insurance is, then, first, a contract of indemnity, under which an insurance company agrees that if you fulfil all the conditions of that contract you shall be indemnified for your loss up to the face of that policy. Then when you have a loss it is up to you to prove what you have lost, and I may say that not nineteen out of twenty, (the one exception is where a perpetual inventory is kept), I say in nineteen out of twenty cases it is impossible to prove what you have lost. You can arrive at a fairly good estimate of it, but estimates can be made which will differ as far as it is possible to differ. I remember having a loss in a millinery establishment some years ago, and the Honorable Newton Rowell was an adviser in the case, and I remember that I made up three statements from the facts as set forth in the books. I took the figures and prepared three different statements, and I said, "Mr. Rowell, now any one of these three statements may be true or none of them may be true." "Well," he said, "give them all three of them," and I placed the whole three before the adjuster.

Fire insurance, then, is a contract of indemnity, and you will obtain a hundred cents on the dollar of your loss if you know how to obtain it, and if you have lived up to your contract.

Now there are several conditions to the contract that you are very apt to fail to comply with. One of the conditions that is very common is this, that you fail to notify of the whole amount of insurance which you are carrying, or fail to protect yourself by having on your policies a clause which reads, "Further Concurrent Insurance Permitted." That is the ideal condition. A lot of the agents, particularly in the small towns, say, "Oh, we won't give you that permit, we'll give you permission for so much in this company and so much in that company." Well, if you cannot get

"Further Concurrent Insurance" endorsed on your policy my advice would be to change your policy, change your company, or better still, change your agent and get one who knows his business. "Further Concurrent Insurance" will be got for you by first class brokers any time in reliable companies.

If you do not do this you have other insurance without notice and in Ontario your policy is worth 60c on the dollar of any loss that may occur, but in another province, Manitoba I think it is, if you are insured for more than 75 per cent. your policy is void. The law used to be in Ontario that if you had further insurance without notice, no matter how small the insurance, the policy was void, but Toronto Saturday Night some years ago took up a campaign against this, and had a Bill introduced into Parliament, and it was changed so that in the event of your having further insurance without notice you are entitled to collect 60 per cent. of your loss, which is a lot better than nothing at all, but still is very far from what should be the law.

The next feature that you are liable to fail in the insurance is that you are liable not to live up to the requirements of the co-insurance clause. In regard to the co-insurance clause, I take it most of you gentlemen are from the larger towns and cities, and in these larger towns and cities the agents are all saying, "Why not take the 80 or 90 per cent. co-insurance clause and get the 15 per cent. reduction in rate?" I do not think there is any firm in Canada which adjusts more than a fraction of the losses that are adjusted by the firm of Ross & Wright, and my partner has had a great deal of experience on both sides of the fence and he expresses the co-insurance clause the best I know. "The co-insurance clause" is the best asset the Fire Insurance Companies have." In nineteen out of twenty cases people get stung by the co-insurance clause and if you can get away from it my advice is to keep away from it. You cannot get away from it if your risk is a sprinklered risk or if you want a blanket policy over a number of buildings which do not communicate one with the other, that is, they are cut off by fire doors, but if you have to carry the co-insurance clause be sure you live up to it; but, as I said, nineteen out of twenty do not live up to it.

The next thing I want to mention with regard to the contract is that you should see that your contract really does cover you and insure you on the property which you wish to have insured. Policies are coming in to me continually to give advice on, and I find so very often descriptions utterly failing to describe the property. The other day I picked up a policy for \$100,000 which read, "On Stock in Trade," and the assured

Every merchant is entitled to bigger profits on a rising market to provide for inevitable losses on down markets.—Hon. E. J. Davis, at Toronto convention.

had another policy which read, "excluding stock in trade." Now the stock in trade was stock being manufactured, and there was a certain number of other things, such as files, rasps, needles, etc., which the adjuster said was not stock in trade, which he wished to include in the other policy which was eaten up already and therefore the man would not get paid for this, something like \$8,000.

What does "Stock in Trade" mean? I looked it up. In a bakery it includes the horse and wagon used in delivering the bread.

This "Stock in Trade" is one of the most dangerous wordings that could be put into a policy and yet this broker, a prominent broker in the city of Toronto, thought he was giving the assured the earth with a fence around it.

What wording then do we use? Now if you get this straight it will insure you, it will insure probably more than you want it to, but you don't need to care a snap for that. "On goods, wares and merchandise of every description" and even if you left it at the words "On goods" you will be perfectly safe, for the word goods will include everything a man owns. As long as you don't limit it you can put in "wares and merchandise, including but not so as to limit the foregoing," and you can give a whole lot of lingo if you like. This is just dust thrown in the eyes of the word "goods."

I had a case in Stratford some time ago where there was just the word "goods," and the whole office equipment apparently was not insured and there was a loss of some \$1,200 in the office fixtures. The adjuster said to me, "Now, Wright, you know as well as I do that office equipment doesn't come under the head of "goods." I said "Well, I don't know, but I'm going to find out." I did find out, and they were goods alright, and the adjuster paid for them, too.

Now on "goods, wares and merchandise" will include everything you possess, and do not put any limit excluding store furniture and fixtures, or anything like that.

Next thing, the store furniture and fixtures wording should read, "On store furniture, furnishings, fittings and fixtures of every description," and what you say after that is not of so much importance because the Canadian Statutory Conditions were revised in 1912, and mirrors, watches, clocks, etc., which were excluded from the policies before are not now excluded. But there is a very important thing in connection with store furniture and fixtures, and that is, if you have rented a building and have made extensive improvements in it how are you going to insure these improvements so that you will be paid for any loss, independent of the owner of the building? Now these improvements become part of the realty. They cease to be your property. When a fire occurs the landlord can collect for them, and if you insure them and collect for them it is just a question whether you do not do so as a trustee for him.

There is one way of accomplishing this; get a clause in your policies which reads something like this, "It is understood and agreed that the damage to tenant's improvements to building shall be adjusted with and paid to the assured, the sole intent and purpose of insuring tenant's improvements herein being that the tenant shall be paid for any loss or damage thereon independent of what may be claimed by the owner of the premises from the companies insuring him." Then you have a right to collect for them and it is

your loss and your loss will be paid for. If the landlord collects for them that is not your business.

Now I have tried to give you a couple of points about getting your policy in shape. Next thing, what happens when a loss occurs? I know that the impression is given that if you have a loss they'll give you the world with a fence around it, but I have just received this letter which came from the West and is so apt to the point that I thought I would give you the benefit of it:—

"We insured a building in 1914 in which we had an equity of between four and five thousand dollars. We placed the insurance in the owner's name, with loss payable to ourselves. A fire occurred and the companies and adjusters were notified that we wished to be present at the adjustment and they promised that we would have this opportunity. We wrote several times to the adjuster and got no reply and finally our bankers took the matter up and got the reply that an adjustment had been made at \$2,000. The owner was an uneducated foreigner and he stated that the adjuster came to him and tried to get him to settle for \$1,500 and finally induced him to sign for \$2,000, telling him that if he did not sign for this amount they would not pay anything. We are endeavoring to force the company to make a proper settlement and already have received an offer of double what they settled the loss for.

"It is on account of the trouble we have had over these policies that we want to be sure of the other insurance we are carrying and have the best form of policy possible, as we certainly do not want to have any similar jackpot handed to us a second time in case a fire should ever occur at once of our yards. We have paid these companies a good many thousands of dollars in the past eleven years in premiums, having carried practically all our insurance with them since we have been in business, and on the first loss we have ever had they have done their utmost to get out from under, so that naturally our faith in the methods of insurance companies in general is not what it previously was."

Now there are adjusters and adjusters, and there is one adjuster who operates in Canada (I will call his name Bennett, because that is not his name) and this is what two managers have said about him to me, and they employ him right along, (1) "Well, there's one thing about Bennett, when he goes out on a loss he will bring us in a salvage whether he is entitled to it or not"; (2) "I believe that if the Devil himself had a loss Bennett would come home with a salvage."

Now these are exactly their words about him, so that fire loss adjustment is not always played exactly on the square on the side of the insurance companies, nor on the side of the assured. There are the two sides to it.

Now I am going to take issue with Mr. Stewart. Mr. Stewart advises you to take stock of your goods and the goods which have been on your shelves for some time to write them down. Well, I cannot agree with Mr. Stewart in that, and I will tell you why. The price of your goods is something that you do not establish yourselves. It is established by the people from whom you buy, and there is a basis of figuring the cost of your goods which must appeal to everybody. When you come to deal with fire loss adjustment these goods on your shelves may be worth less than they cost you. I think in the case of those of you who are so fortunate as to have some considerable stock on hand for some time that they are worth a great deal more than they cost you. I would say, take stock of your goods at actual cost every time. This is a safe, sane and conservative method.

Do not think I am advising you to deceive yourselves as to your stock on hand. At the time you are taking that inventory make a special memo for yourself, and write off a reserve to take care of that depre-

ciation. Don't go away with the idea that I want you to think the goods are worth a hundred cents on the dollar if they are not, or that they are worth 100 cents on the dollar if they are worth 150, but you get a safe starting point to work from. It will arrive at the same result and gives your inventory a bona fide standing that it would not otherwise have.

Another thing about your inventory. Don't take your inventory on loose sheets and leave them that way; no objection to your using loose leaves to take your inventory on, but immediately it is finished have them bound, and do not keep your inventory where it is liable to be caught by fire. If you have it, a first class safe does, but the correct thing is to keep the inventory off the premises altogether and after you have a fire you will always have an inventory to work with. I do not think I need say "keep books," but I do know

many merchants throughout the country who do not keep books.

Mr. Wright was asked for and gave an explanation of Co-Insurance Clause:

It is a contract by which you agree to keep insured up to (and I mention only the one) 80 per cent. of the value of your property, failing which you become a Co-Insurer for the deficiency. Now for a sample problem we will take a man who has a stock of \$10,000. He agrees that he will insure that stock for \$8,000 and if he doesn't insure it for \$8,000 he is to be a co-insurer for the deficiency. The fire comes along and he has a loss of \$4,000. The adjuster finds that he forgot to renew one of his policies and he has only \$5,000 of insurance and he should have had \$8,000. He is, therefore entitled to five-eighths of his loss of \$4,000, which is just \$2,500.

## Helpful Advice on Making a Business Pay

Given by Mr. F. W. Stewart at Toronto Shoe Retailers' Convention

**M**EN enter into business for themselves, in which they invest their money, with a desire and an ambition to build up their business on profitable lines, thereby establishing themselves in the community as successful business men.

A business is not successful unless it produces profits.

To produce profits a business must earn a fair per cent. of net profits over and above all expenses.

Ninety per cent of the men who start in business are unsuccessful, for the reason that they have not operated their business at a profit.

The reason for so many businesses being unsuccessful is not from lack of business, but lack of knowledge of the proper methods of operating a business on a profit-making basis.

The average merchant will work day and night, six days in the week, to make his business pay; many will deprive their families of the comforts of life to help pay their bills when they come due, but even under these conditions many are unable to meet their obligations.

### The Fundamental Principles

What are the fundamental principles which allow a man to build up a progressive paying business?

I would place the main factors which go to make a successful business in the following order:

1. Correct methods of figuring profits.
2. Itemizing your expenses.
3. Departmentalizing your store.
4. Frequent turnover of stock.
5. Clerks of high standard and selling ability.
6. Truthful advertising.
7. Purchasing of merchandise manufactured by reputable companies.
8. Proper window and store display.

Permeate your business with your own personality—instilling it as strongly as possible into your clerks, so that the people of your town or city will want to spend their money in your store, rather than in other stores.

Add to these, service, and your business must succeed.

In the limited time at my disposal I will dwell

upon only three phases of retail merchandising, which are, in my opinion, those which most seriously effect the earning powers of a business. They are:

- (1) Figuring your profits.
- (2) Itemizing your expenses.
- (3) Departmentalizing your store.

### Figuring Your Profits

The figuring of profits is undoubtedly the most important factor of merchandising, for two reasons: First, because you cannot make money in your business unless you sell your merchandise at a profit over and above your total fixed charges or overhead expense. Second, for the reason that so many merchants figure their profits incorrectly.

If there are any merchants in this audience who are figuring their profits on an incorrect basis, and I can demonstrate to only one that he is doing so, I will consider that my talk to you has been of some value.

In discussing profits with merchants, covering a period of many years, I find that it is the custom with a large number of them to figure their profits on invoice price, and expenses on selling price. This is a fatal error, and is the cause of most of the failures which occur.

The first fact I wish to make clear is that 50 per cent. advance on invoice price does not give you 50 per cent. gross profit.

It is the general custom to figure expenses on selling or sales price. This is as it should be. Therefore profits should be figured on the same basis. You cannot use one set of figures upon which to base expenses and another for basing your profits. The same figures must be used for both.

### When 50 Per Cent. Becomes 33 1/3 Per Cent.

If you buy shoes for \$4.00 and sell them for \$6.00 you get 50 per cent., or \$2.00, advance on your invoice price. Having based your expenses on your selling price, \$6.00, your must figure what per cent. your gross profit, \$2.00, is of that amount. We find that \$2.00 is 1/3 of \$6.00, therefore your per cent. gross profit on the sale is 33 1/3 per cent.

If your expenses are 30 per cent., your net profit is 3 1/3 per cent.

If all your merchandise is marked on this basis,

and your expenses are as stated, your net profit on your sales for the year would be 3 1/3 per cent., if all your sales were marked at the regular selling price, which, of course, is not the case, owing to a certain per cent of your sales being made at reduced prices.

Remember that it is the price at which your merchandise is sold which makes up your total sales for the year. Invoice prices have no effect on your volume of sales.

Expenses and profits can be figured on invoice price if desired, but sales figures are more convenient, for the reason that it is easier to use your sales figures, rather than the invoice prices of all the articles sold during a day, a month or a year. The net result of the figures would be the same, no matter which you used, but the main point is that the same figures must be used to figure both expenses and profits. I cannot emphasize this too strongly.

**A Short Cut in Percentage**

A simple short-cut method to ascertain the per cent. of profit you are making on any article, is to subtract the invoice price from the selling price, dividing the selling price into the differences, adding two ciphers to the latter, and two additional ciphers to obtain fraction of 1 per cent.

To illustrate:

Selling price: \$6.00  
 Invoice price 4.00  


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 6.00)2.00 00 00(0(33.33=33 1/3%  
 1 800  


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 2000  
 1800  


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 2000  
 1800  


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 2000  
 1800  


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 200

I want to make clear to you that 50 per cent. advance on invoice price does not give you 50 per cent. gross profit; 100 per cent. advance does not give you 100 per cent. gross profit.

If you purchase a pair of shoes for \$3.00 and sell them for \$6.00, your advance on invoice would be 100 per cent. If your expenses were 50 per cent. of selling price, it would cost you \$3.00 to sell those shoes. On the basis of figuring that you were making 100 per cent. you would still be making 50 per cent. after paying your expenses of 50 per cent. But we find that when your expenses of 50 per cent. are paid, you have only \$3.00 left, the price you paid for the shoes. Your 50 per cent. expenses wiped out your 100 per cent added to invoice price, and which you figured was allowing you 50 per cent, net profit, after your expenses were paid.

It is desirable to keep the following figures in mind:

100 per cent. advance on invoice price gives 50 per cent. gross profit on selling price.

50 per cent. advance on invoice price gives 33 1/3 per cent. gross profit on selling price.

33 1/3 per cent. advance on invoice price gives 25 per cent. gross profit on selling price.

25 per cent. advance on invoice price gives 20 per cent. gross profit on selling price.

Figure your profits on your selling price, the figures upon which your expenses are based, and you will not wonder where your profits are at the end of the year, which you thought you were making, but which you did not make.

If you wish to obtain a fixed per cent. of net profit over your expenses, add the per cent. net profit to your per cent expenses, deduct the total from 100 per cent., dividing the difference with the total expenses and profits. The result will give you the per cent. to add to your invoice price.

Example: Expenses 30%  
 Profit desired 10%  


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 40%

Deduct 40 from 100, and divide difference into total expense and profit, 40 per cent., adding 4 ciphers, as follows:

100  
 40  


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 60)400,000(66.66=66 2/3%  
 360  


---

 400  
 360  


---

 400  
 360  


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 400  
 360  


---

 40

The result shows that 66 2/3 per cent. must be added to invoice price to give you 40 per cent. gross profit; 30 per cent. expenses and 10 per cent net profit.

To prove this:

66 2/3 per cent. added to invoice price of \$4.00 is \$2.67, making selling price \$6.67.

Selling price \$6.67  
 Invoice \$4.00  


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 667)2.67 00)40%  
 2 668  


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 20

If you buy shoes for \$10.00 and wish to make 10 per cent. net profit, your expenses being 30 per cent., add 66 2/3 per cent. to invoice price, making the retail selling price \$16.66. If you sell them for less you cannot make 10 per cent. net profit, if your expenses are 30 per cent.

If you buy shoes for \$4.00 and sell for \$12.00 you do not secure 300 per cent. gross profit. Your gross profit is 66 2/3 per cent., or \$8.00, which is 66 2/3 per cent. of \$12.00.

If we accept this basis of figuring profits, it is impossible to make 100 per cent. gross profit. So long as an article costs anything and no matter at what



price it is sold, on this basis of figuring, less than 100 per cent. will be shown. Example:

Sell for	100
Invoice price	1
	—
	100)99 00(99%
	90 0
	—
	9 00
	9 00
	—

**Figuring Expenses**

I understand that the expenses of the average shoe shop are 28 per cent. to 33 per cent. of sales. This would mean that an advance of 50 per cent. on invoice price would just about pay the expenses of the store, provided all sales were made at regular price, and would indicate that at least 60 per cent. must be added to invoice price to show a reasonable net profit.

Be sure that you include all your expenses when figuring your cost of doing business. They should be itemized somewhat on the following basis. I have figured the per cent. of each expense on a business with sales of \$50,000. Of course they are not accurate, but will serve to illustrate the system which should be used to keep track of, and watch your expenses. The figures under heading "Actual" are the actual total expenses given by a shoe store with volumes of sales of \$51,000:

	Estimated	Actual
Personal . . . . .	8 % \$4,000	9 % \$4,800
Payroll . . . . .	7 3,500	5½ 2,750
Rent . . . . .	4 2,000	2 1,000
Advertising . . . . .	3 1,500	1 500
Insurance . . . . .	1 500	1 500
Light and heat . . . . .	½ 250	½ 250
Depreciation . . . . .	2½ 1,250	
Transportation . . . . .	½ 250	½ 250
Delivery . . . . .	1½ 750	½ 250
Bad debts . . . . .	1 500	
General (int'st, etc.)	1 500	1 500
	30% \$15,000	21% \$10,800

Be sure to include your own drawings in your expenses. They are just as much an expense as the pay of one of your clerks.

If you own your store, pay yourself a rental in keeping with rentals of stores in your locality. It is a legitimate expense, and you are entitled to the income. If you did not own your own store, you would have to pay rent. If your money was not invested in your store, you would have it placed where it would bring you a return equivalent to the amount of your rent.

Keep control of your expenses; see that each item does not exceed its proper per cent. Keeping down your expenses, a steady growth in your value of sales and a correct per cent. of gross profits and turnover of stock, will make your business strong and successful.

**Departmentalizing Your Stock**

I would consider that it would be very easy to departmentalize a shoe store.

I would do so somewhat as follows:

- Men's high shoes.
- Men's low shoes.
- Women's high shoes.

- Women's low shoes.
- Children's low shoes.
- Findings, blacking, laces, etc.
- Repair department.

Be close enough to the details of your business to know absolutely that all departments are making money for you.

If any of the departments are not showing their proper per cent. of sales; if the stocks of any are too high for their volume of sales; if too many sales are being made at reduced prices, make it your business to know the reason why; make every department stand on its own basis. Your semi-annual inventory will tell you the story as to whether each department is showing satisfactory profits. If you have not a system which gives you the results at shorter periods.

In closing, let me counsel you to control your advertising. Do not buy full pages in the newspapers if your appropriation will not permit it, or for the reason that your competitors are doing so. Uncontrolled advertising may often cost more than the profits of a sale, which might otherwise show you good returns.

It is well to keep in mind that a big day's sales do not always mean satisfactory sales. If between heavy expenses and close prices, the profits are eliminated, your day's sales go for nothing, you are not any further ahead at the end of the day than you were in the morning, and such sales keep you from showing a satisfactory statement at the end of the year.

When you take inventory, do not take any merchandise in at invoice price, if it has depreciated on account of being out of style, or broken sizes, or for any other reason that will not allow it to sell at the regular price. Enter it on your inventory at what it is worth and so allow you to place your regular advance upon it, which will show your regular profit when it is sold.

Do not overlook, in doing this, to have your books show the invoice price, for insurance purposes.

Summing up, my last words and recommendations are:

Be sure your profits are figured correctly; itemize your expenses and be sure that all are included in the total.

Departmentalize your store. It is not only beneficial, but very interesting. Be conversant with your financial position at least semi-annually.

Do not allow dead stock to remain on your shelves. Keep your stock down as low as possible, consistent with your sales.

Guard against selling too large a proportion of your goods at reduced prices.

Make your service so good that when you once sell a customer, he or she becomes a regular customer.

Be truthful in all the statements you make directly to customers or in your advertising, and if you are conscientious in following these business principles you cannot help but be the proprietor of a business which will be successful and profitable.

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*Let us export finished shoes, instead of leather. How much more it will mean to our national wealth!—*

*Mr. F. S. Scott, at Toronto Convention*

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The annual picnic of the A. R. Clarke Company to Wabasso Park was well attended.

## The Annual Picnic of A. R. Clarke & Company

**T**HE annual picnic of the A. R. Clarke Company, patent leather, glove and clothing manufacturers, Toronto, was held at Wabasso Park on July 28th. A general holiday was proclaimed by the president, Mr. Griffith B. Clarke, who gave each employee a full day's pay and provided tickets for the boat trip and, in the case of the married folk, tickets

most of them he is not "Mr. Clarke," but just "Griff." and he, in turn, addresses the boys Joe, Dick or Harry, as the case may be. "Griff" was right with them at the picnic and the thorough success of the event was in large measure due to his thoughtfulness.

About a thousand took advantage of the opportunity and more than twenty-nine sporting events were run off, the japanning department making a clean-up in most of the big events. They won the baseball game, 100 and 200 yard races, the broad jump, tug-of-war, three-legged race and wheelbarrow race, at the same time taking the silver challenge cups offered for the 100 and 220 yard races and the tug-of-war.

Mr. Charlie Thorley, who travels in the Maritime



Mr. Griffith B. Clarke, president of the A. R. Clarke Company.



The start of one of the contests at the Clarke outing

for the ladies and children up to 12 years of age.

The prevailing spirit in the entire Clarke organization is one of complete harmony—every employee works *with* the company, rather than *for* it. During the after-war stress and labor difficulties it is noticeable that the progress of this large concern has been unmarked by the slightest indication of labor unrest. Mr. Griffith Clarke is always "one of the boys." To

Provinces, showed that he had not lost any of his old-time form by winning the high jump, hop-step and jump and second in the 100 yard open race and broad jump. Charlie Pattinson (Northern Ontario), made a gallant effort to hold the japanning department in the tug-of-war, but his herculean efforts were fruitless, as the "jap" boys had a scientific system of pulling all their own.

Mr. C. A. Upper, accountant, ran a fine race in the 100 yard event for men employed continuously for ten or more years, finishing second. As there were so



Griffith B. Clarke, president of the Company, is seen sitting in the second row, centre

many events to run off, the boys' and girls' events up to 12 years were held while the ball game was in progress, and afterwards Mr. Clarke presented the prizes. Every boy and girl under seven got a prize whether or not and the kiddies were certainly happy.

The trip to the park was made on the steamer "Corona," and Mr. Clarke treated the picnickers to some thrills by cutting circles around the vessel with his power boat, the "Leopard." He also gave the Captain of the "Corona" a few thrills when the passengers would rush from one side of the boat to the other. Motor-boating is one of Mr. Clarke's hobbies and the "Leopard" justifies its name—it leaps.

An added attraction at the picnic was the famous

Griffith B. Clarke, president of the company; J. G. Hoult, supt. of factory; C. A. Upper, accountant; H. A. Sailer, sales manager, patent leather dept.; Alf. Collins, secretary.



The Clarke men are all good runners

### Catalog of Shoe Store Supplies

The Canadian Shoe Findings Novelty Company, 2 Trinity Square, Toronto, have just issued a catalogue of shoe store supplies, accessories and novelties, including laces, insoles, rubber heels, fitting stools, mirrors, lace tippers, spats, shoe polishes, shoe ornaments, button machines, lasts and stands, arch supports and foot remedies, button hooks, shoe horns, and so on. Mr. Lester Levy is manager of the company.

### War Trophies at C. N. E.

Canada owns over 450 big guns, scores of aeroplanes, and many thousand rifles and machine guns. The trophies are too many to house in the proposed War Museum at Ottawa, and a great number will fall to the lot of various municipalities throughout the Dominion. The distribution will start immediately after the Canadian National Exhibition.



The kiddies also enjoyed themselves

20th Battalion Band with Bandmaster Moore in charge. Their services were very much appreciated. After the strenuous day of sport everyone also appreciated very much the hot supper provided by the company.

The judges in the different events were: J. Ross, sales manager, glove and clothing departments; J. Andrews, foreman of japan department (who had a great day seeing his boys clean up most of the prizes); R. Watson (glove leather dept.), and H. Symonds, glove dept. The Main Committee, who worked hard to make this picnic a big success, was as follows: chairman,

# Toronto and Hamilton Repairers Play Ball

Wednesday Afternoon Outing to Hamilton Well Attended  
—Toronto Men Had Revenge for Last Year



ON Wednesday, July 30, members of the Toronto Shoe Repairers' Association put on their outing togs and motored up to Hamilton to indulge in the annual baseball game with members of the Hamilton Repairers' Association. The weatherman plainly has no grudge against the repairers, for their outing days are unusually pleasant. The party got off to a good start from Sunnyside at about 2 o'clock and, after a delightful thirty-five mile trip over the Toronto-Hamilton concrete highway, pulled into Dundurn Park, Hamilton, about 3.30, meeting the members of the Hamilton association. Up in the Ambitious City they have a strong prejudice against "daylight saving" and as they are content to journey through life this summer on "old time" they were a little late on the job with the hickory and the pill. This is in contrast to last year when the Hamilton enthusiasts were kept waiting by the Toronto party, some of whom thought Burlington Beach was over in the direction of Guelph. However, the ball game finally got under way with the following line-up: Toronto—Lewis, Canning, Hanna, Butterworth, Ozard, Lomas, Hendry, Dollery, Sherholly; Hamilton—Llewellyn, Vinie, Cramp, Traynor, Thornton, Clark, Willman, Wilton, Neffen.

On the whole it was a very fast game, as is evidenced by the fact that last year the score was 11-3 in favor of Hamilton whereas this year the Toronto team piled up a score of 24 against 22 for the Hamilton nine. It was not hard to see that the Toronto shoemen were out for revenge and they certainly deserve credit because they didn't appear to be in as good condition as the Hamilton team who have been cavorting with the globule as a regular pastime.

Some rude person in the bleachers wanted to know

why they weren't using a football, this unkind remark being occasioned by the fact that the game was played with a particularly large sphere. Certainly if they used a bat proportionate in size they would have to requisition a fence post or a bed slat at least. Anyway the hard hitters can't knock the large ball so far and that saves a lot of running.

Following the conclusion of the game at about 6 o'clock the call of the inner man became imperative and the gathering dispersed for supper down town,



The Toronto repairers snapped at Dundurn Park, Hamilton, just after the drive from Toronto

everybody being allowed to follow his own inclination in the choice of an eating place but a great many favored the "Chinks." After a little sight-seeing in the evening the cars met in Dundurn Park again for the return trip, some of the cars reaching Toronto ahead and some behind—"new time" of course—which was perfectly satisfactory to everyone. Now for the Annual Picnic and Sports—Niagara Falls, Aug. 13.



Mr. Wilton, of Hamilton, and Messrs. Burnett and Butterworth, of Toronto, posed as "the three graces" at the Hamilton outing. The centre picture shows the line-up of members' cars on the bridge at Sunnyside, Toronto, just before starting for Hamilton. The picture on the right shows the game in progress. None of the players knocked the ball as far as the end of the field

## Ames-Holden-McCready Take Prominent Part in Peace Day Celebration at St. Hyacinthe

**I**N keeping with all loyal parts of the British Empire, the citizens of St. Hyacinthe joined most heartily in celebrating the appointed Peace Day. Almost, if not all, of the manufacturers were represented in the procession which formed the initial part of the day's proceedings.

In keeping with their position in the business life of Canada, Ames-Holden-McCready, Ltd., were represented by no fewer than four neatly decorated automobiles.



Mr. Victor Graveline, superintendent of the Ames-Holden-McCready factory at St. Hyacinthe, Que.

make shoes, they were awarded first prize for the neatest "get up" in the automobile section. A seven passenger Studebaker, surrounded by the flags of the allies, with five neatly dressed lady members of the office staff, and two of the male members of the plant, in very neat chauffeur costumes, made up the winning unit.

In this connection, as well as for the enthusiastic manner in which he gave a big push in the whole arrangements, the utmost credit is due to Mr. Victor Graveline, the works superintendent.

In the evening, following the parade, Mr. Graveline entertained the foremen and office staff to a yachting



The winning car in the Peace Day Parade—all the passengers are members of the Ames-Holden-McCready staff at St. Hyacinthe.

cruise and banquet on the Yamaska River, returning in time for the kindling of a large bonfire. This brought a very successful outing to a close.

### The Brandon Guessing Contest

**A**N interesting feature at the Kitchener Style Show was the guessing contest staged in the booth of the Brandon Shoe Company, makers of men's fine goodyear welts, Brantford, Ont. A man's shoe was displayed on a small table and all visitors to the booth were invited to guess the factory number of the shoe, the inside of which was filled so that the number was invisible. A large number of people took advantage of the opportunity, the prize being one pair of high-grade shoes. The winner, however, was Mr. G. E. Reynolds, of Sterling, Ont., whose guess was 15732. The actual number was 15734.

### The "Western Retailer"

**T**HE official magazine of the Saskatchewan-Alberta branches of the Retail Merchants' Association of Canada has been enlarged to standard magazine size and the name changed from "The Retailer" to the "Western Retailer." This magazine is circulated among the members in the prairie provinces and is devoted entirely to the interests of the retail trade. It seeks to educate the merchant in better methods so that he may improve his store service and, consequently, his bank balance. The first issue of the enlarged edition is very attractive and contains many helpful suggestions.



The Ames-Holden-McCready factory at St. Hyacinthe contributed four elaborately decorated automobiles to the Peace Day festivities.

# FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

H. C. Arnold, of Geo. E. Boulter, Toronto, is on a holiday trip through the Great Lakes.

Russell Joyce, of the Neill Shoe Store, Peterboro, was married on July 30.

C. Mather, manager Ontario Division Gutta Percha and Rubber Limited, is on a holiday trip to Lake of Bays.

Ralph Locke has severed his connection with Dufresne & Locke, Ltd., shoe manufacturers, Maisonneuve, having sold his interest to another member of the firm. Mr. Locke has acquired a controlling interest in the firm of Dufresne & Galipeau, Ltd., shoe manufacturers and jobbers, Montreal.

L. A. Gauthier, of the Canadian Footwear Co., Ltd., Montreal, is spending a holiday at Perce, Gaspé Coast, P.Q.

G. Hayden and A. Sapsford have opened an up-to-date boot and shoe repair shop at 138 Davenport Road, Toronto. Both are returned soldiers who have seen service in France. Mr. Hayden has, unfortunately, lost one of his legs.

M. J. Fourneyhough, Montreal, of the Gutta Percha & Rubber Ltd., is holiday making at Sweetsburg, P.Q.

The liquidator of the Sherbrooke Footwear Co., Ltd., has advertised for sale by tender the assets of the company, including the factory and the shoes and materials. The city of Sherbrooke has a mortgage on the real estate of \$15,000.

The Quebec Heel Co. has been established at 560 St. Valier Street, for the manufacture of heels, soles, etc. This is a new industry for Quebec city. Mr. J. A. Rodrigue, shoe retailer, of St. Catherine Street East, Montreal, is interested in the business.

A boot and shoe repairers' local, affiliated with the Boot and Shoe Workers' Union, has been formed in Montreal. The following are the officers: President, A. Berger; vice-president, J. A. Grouix, corresponding secretary, H. Robilliard; financial secretary, C. McKircher.

Mr. A. H. Galle, display manager of the Rannard Shoe Limited, Winnipeg, attended the Convention of the International Association of Display Men, at the Hotel Sherman, Chicago. Mr. Galle, for the past five years, was manager of A. F. Lenthes Boot Shop, Niagara Falls, N.Y., which position he resigned to assume charge of display advertising for the Rannard stores. He spent a week in Chicago after the Convention, purchasing decorative materials for the coming season's displays.

Fire recently broke out in the shoe store of Harry R. Pollock, 1252 Bloor West, Toronto. The damage to stock is said to be \$6,000.

The United States Rubber Company of Canada, Limited, has been incorporated with a capital stock of \$20,000,000. The directors and officials of the company are practically identical with those of the Canadian Consolidated Rubber Company.

Edwin G. Clark, formerly of New York City, has opened considerably. Lunch was served in the ball room of the hotel at Port Bruce.

J. L. Wright, custom boot and shoemaker, 16 Winslow Street, St. John West, N.B., has just installed a Goodyear stitcher and finishing outfit and now has one of the most complete shops in the Maritime Provinces.

R. J. McAllister, the popular western representative for L. H. Packard & Company, Montreal, was married on July 9 to Miss Mabel G. Stewart, of Toronto.

Messrs. G. B. & C. P. Slater, of the Invictus shoe factory, Montreal, were on a visit to Toronto and other Ontario points.

an office at 222 Craig Street West, Montreal, as a shoe illustrator. Mr. Clark has been connected with some of the largest shoe manufacturers in the States, and has a practical knowledge of the trade. He is now doing a considerable amount of art work for Canadian manufacturers. Mr. Clark contributes an article to this month's issue of "Footwear" on the value of illustrations in advertising.

C. Bethley, who recently returned from overseas after serving with the 15th Battalion, C.E.F., in France, has opened a boot and shoe repair store at 461 Gerrard St. East, Toronto.

Sergeant T. A. Cosford, who recently returned to Canada on the Olympic after serving overseas for over two years, is now at his home in Woodstock, Ont. Mr. Cosford was formerly employed with the McBrine Company, of Kitchener.

The Montreal Council has passed a by-law closing stores at 7 p.m. on Mondays, Tuesdays, Wednesdays and Thursdays, at 9 o'clock on Fridays, and 11 o'clock on Saturdays. There are certain exceptions to this rule, and provision is also made for late openings on day preceding public holidays. The shoe retailers of the city have discussed this question, and were favorable to early closing on three nights. The present law is for early closing on Wednesdays and Thursdays.

The second annual picnic of the employees of the Just Wright Shoe Company, St. Thomas, was held at Port Bruce recently. The party left St. Thomas on the L. & P. S. for Port Stanley, going from there to Port Bruce on the Brown Brothers' tug. The day was spent in swimming, dancing and racing. A ball game enlivened the entertainment of the day

**WANTED—COMPETENT FOREMAN** to take charge bottoming room factory making children's stitch downs. Apply King Shoe Company, Owen Sound, Ontario.

**WANTED—SUCCESSFUL SHOE SALESMEN** to sell Edmonds "Foot-Fitters" in Canada. Liberal commissions paid on shipment of orders. Our shoe is 75 cents under the market due to the fact that we make only one shoe in one leather over one last. Address Edmonds Shoe Co., Burleigh & Weil Sts., Milwaukee, Wis.

**WANTED—POSITION AS TRAVELLING SALESMAN** for the Maritime Provinces, with well established line. Married man, 36 years of age. Active, and can furnish A1 references re ability, habits, etc. A. B. C., Box 970, Footwear in Canada, Toronto. 7-t.f.

## SELLING AGENCIES WANTED

Canadian or American staple lines in any grade of good selling shoes, and also in findings. Agencies wanted for Montreal or Province of Quebec. Apply Box 50, Footwear in Canada, 119 Board of Trade, Montreal. 7-8



Wishes to announce that he is now permanently located in Montreal, where he will handle catalog illustrating for the shoe trade.

222 CRAIG STREET W.  
MONTREAL



Wherever there is a White Shoe  
there is a customer for



The WHITE CLEANER

*"It Keeps White Shoes White."*

There are two sorts of customers—those that come back for more and those that don't!

Every "Blanco" sale you make  
means a satisfied customer.

"Blanco" makes friends because it does its work well—because it is so easy to use—because it is so convenient—in fact, because it is in every way *satisfactory*.

It is worth while stocking a line that sells itself, sells quickly, and keeps on selling.

*Order your stock to-day.  
All jobbers have it.*



Sole Manufacturers:  
**JOSEPH PICKERING & SONS, LTD.**  
SHEFFIELD, England.



# CHILDREN'S SHOES

*Specially designed to give freedom and allow unrestricted growth to the little feet.*

Constructed to give exceptional service to hardy, healthy youngsters who run and skip and play.

A profitable line ensuring a rapid and liberal turnover.

**Childrens Shoe Mfg. Co.,  
Limited**

11 Belleau St.

Quebec City

## *Stop Advertising and You're Forgotten*

“**H**OW long do you think your good-will is good for, if left to itself? The public has a short memory. Are you willing to risk its forgetfulness—even to invite it? Figure it out in dollars and cents. Can you afford it?”





*Pan American*  
**KID**  
Seal Brown and Black

---

**Perkins & McNeely**  
Philadelphia

Canadian Representative—  
**Ed. R. LEWIS**  
45 Front St. E., TORONTO

**Better Than Real Porpoise Laces**  
Look like leather, but stronger and wear longer. Uniformly woven throughout—no weak spots.

Ask your Jobbers  
We'll send samples upon request.

The Narrow Fabric Co., Reading, Pa.

**SHOE-STAMP-SPECIALIST**

**W.D. ARMSTRONG**

ENGRAVER OF FINE STEEL STAMPS & DIES  
230 CRAIG ST. WES. MONTREAL. PHONE 675  
QUE. MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN  
& ADD AN ARTISTIC FINISH TO YOUR SHOES  
• WHICH WILL INCREASE YOUR SALES •  
ORIGINAL DESIGNS SUBMITTED

THE Established 1863  
**KING BROTHERS CO., LIMITED**  
WHITBY, ONTARIO

Manufacturers of

**Chrome, Combination and  
Bark Tanned  
Side Upper Leathers**

Ooze, Flexible and Wax Splits for Home and  
Export Trade

**Henwood & Nowak Inc.**

**BLACKS**  
and  
**COLORS**

**95 South Street - BOSTON, MASS.**  
Tannery : Wilmington, Delaware, U.S.A.



LARGEST Leather Remnant and Scrap Leather  
Dealers in the World

## UPPER LEATHER

Boxed Sides, Horse Fronts

Dull and Glazed Goat and Sheep Skins

We have Special Offerings from time to time in  
Remnant Stocks especially adapted to the needs  
of Canadian Shoe Manufacturers.

Spanish and Black Upholstery Remnants for  
Glove Trade

Varied and Large Supply Carried in Stock

Hat Sheep Remnants for Novelty Trade

Various Kinds of Leather for Suspender Trade

# The C. G. Flynn Leather Co.

107 South Street, BOSTON, Mass.

*Patented*  
Dec. 30th, 1913

*Patented*  
Oct. 26th, 1915

## *Vulco-Unit Box Toe*



Adopted by far sighted shoe manu-  
facturers as the only solution for all  
their Box Toe troubles.

*Absolutely Water-proof and Perspiration-proof*

# BECKWITH BOX TOE LIMITED

Sherbrooke, Quebec, Canada

# A Shoe Merchant

With a

# Champion Shoe Repair

## Department, said



Every customer for a new pair is a prospect for the repair department.

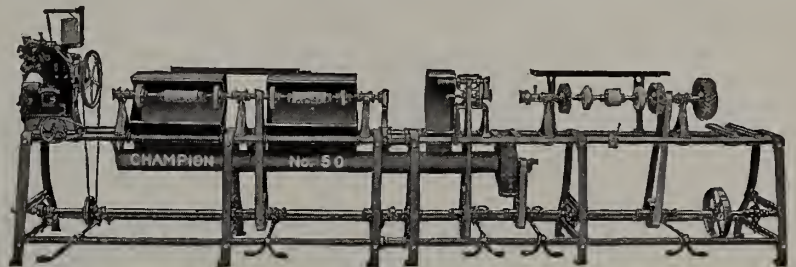
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion Machines are sold outright (no royalty) for cash or on monthly payments.**



Universal Model Curved Needle and Awl Shoe Stitcher — heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

**CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.**

Please send me particulars about a shoe store repair department.

Name ..... Street .....

City ..... State .....

# HARRY E. THOMPSON

*To the Jobbers:*

In addition to my other agencies I have just completed a contract for the exclusive Canadian Agency for

## The Creedon Exporting Co.

of Boston

When you are in Montreal buying your spring samples, etc., I will appreciate an opportunity of showing you this line of merchandise which consists of Misses', Childs' and Infants,' also Boys', Youths' and Little Gents' McKays. It will pay you to investigate.

# HARRY E. THOMPSON

*Manufacturers' Agent*

10 Victoria St., MONTREAL

# “EUREKA”

**To the Jobbing Trade only**



No. 828 Black Kid  
No. 827 Brown Kid

Our new 8" Black and Brown Kid bals. are trade builders They are well made and good looking.

Write our Sales department  
**Am-Bri-Can Distributors**  
64-68 Adelaide St. E., Toronto  
for up to the minute prices on  
our lines

**EUREKA SHOE CO., LIMITED**  
THREE RIVERS, QUE.

# Shoe Laces

IN  
BULK  
TO  
THE  
MANUFACTURERS

*Mercerized*

Round and Flat, Blacks, Whites  
All Popular Shades

All lengths and styles for high and low shoes

*Branded for the Trade*

*"ARTMOON" Threads, Brushes, Cements.*

## The A. G. Mooney Company

Toronto  
Ed. R. LEWIS  
45 Front St. East

220 Lemoine Street, MONTREAL

Quebec  
J. P. PARENT  
611 St. Valier St.

# A Better Line for the jobber

The quality and good workmanship which predominates in all our shoes for **Women, Misses, Children and Infants** makes them a profitable and easy selling line for the jobber.

## Gagnon, Lachapelle & Hebert

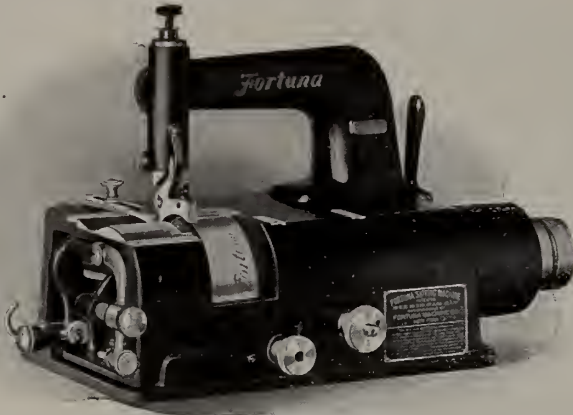
*Shoe Manufacturers*

55 Kent Street

- - - - -

Montreal

## *Fortuna* Skiving Machine



For Manufacturers who Skive Leather, Felt,  
Cork, Rubber or Paper

Used extensively by Manufacturers of  
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE  
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

**Fortuna Machine Co.**

127 Duane Street - NEW YORK

## Jobbers Should Note! New Castle

Quality



Kid

Supplies either glazed or natural  
surface, black or colored, this  
famous product is always reliable  
and uniform in quality.

Quantities shipped promptly.  
Samples supplied.

Canadian Agents for  
**FRED RUEPING LEATHER CO.**  
Calf and Side Leathers, Ooze Splits and  
Barrett & Co. Skivers.

**New Castle Leather Co.**  
NEW YORK

Canadian Branch:—335 Craig St. W., Montreal  
Factory:—Wilmington, Del., U. S. A.

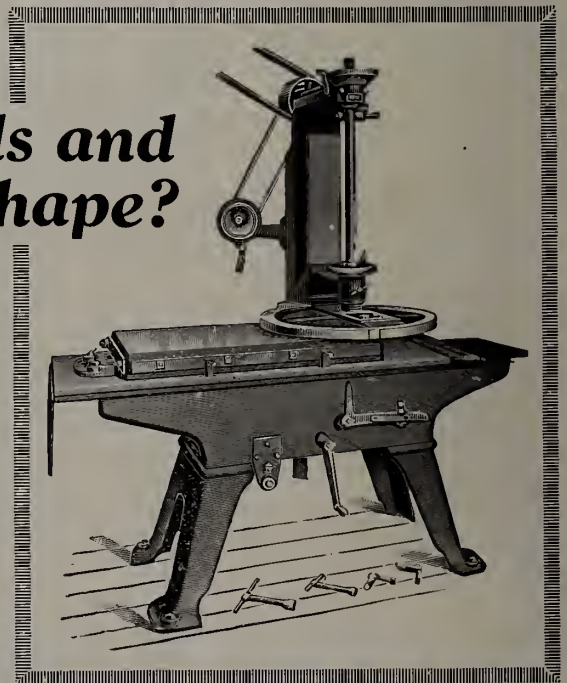
## *Are Your Cutting Boards and Blocks Always in A-1 Shape?*

Efficient workmanship requires level, smooth  
cutting surfaces on your cutting Boards, Click-  
ing and Die Blocks. That is why progressive shoe  
manufacturers throughout the continent use in  
their factories our

### Open Side **Block Planer**

This planer saves both dies and time, and increases  
the quantity and quality of work. It will plane  
4-foot block in two minutes.

We shall be glad to explain the many special  
features of this planer to you. Drop us a line on  
your letterhead.



**The Louis G. Freeman Co., Cincinnati, Ohio**

Canadian Representatives—INTERNATIONAL SUPPLY COMPANY  
Kitchener, Ont. Montreal, Que.

# Acme<sup>®</sup>—The Sole of Perfection

## Easy to Wear —

## Hard to Wear Out

The public have come to think of "Acme" Soles in terms of Foot Comfort and Economy.

People like "Acme" Soles because they find in them that springiness, that quiet staunchness, that built-in long-life which mean ease in walking and also money saved.

"Acme" Soles are alike popular for city asphalt, rugged country roads or bush trails. For camping out in rocky places where footing is very often insecure "Acme" Soles are simply ideal.

Wearers tell one another about the good qualities of the "Sole of Perfection." It will not crack nor dry out. With "Acme" Soles, there is no annoying squeak, no polished slipperiness to endanger the footing.

Drier, casier, better—"Acme" Soles are favorites, winter and summer, with people in all callings and with young and old.

All sizes; thicknesses, 3/16", 1/4", 5/16", and colors black, white and tan. Also supplied in sheet form.

**Dunlop Tire & Rubber Goods Co., Limited**

Head Office and Factories: **TORONTO**

Branches in the Leading Cities



## ALPHABETICAL LIST OF ADVERTISERS

Aird & Son . . . . .	22	Flynn Leather Co., C. G. . . . .	66	Panther Rubber Company . . . . .	Cover
Ames-Holden-McCready . . . . .	24	Fortuna Machine Company . . . . .	70	Perfection Counter Co. . . . .	79
Armstrong, W. D. . . . .	64	Franklin Machine Co. . . . .	76	Perkins & McNeely . . . . .	64
Beckwith Box Toe Company . . . . .	66	Freeman, Louis G. . . . .	70	Pickering, Jos. . . . .	63
Bennett Limited . . . . .	5	Gagnon, Lachapelle & Hebert . . . . .	69	Plant, Thos. G. . . . .	14
Boston Blacking Company . . . . .	72	Globe Shoe Company . . . . .	78	Ritchie, John . . . . .	7
Borne, Lucien . . . . .	75	Goodyear Tire & Rubber Co. . . . .	77	Regal Shoe Company . . . . .	1
Boot and Shoe Union . . . . .	82	Hawley & Co., A. E. . . . .	26	Robinson, James . . . . .	8-9
Breithaupt Leather Co. . . . .	19	Hinde & Dauch Paper Company . . . . .	83	Saba & Co., C. A. . . . .	84
Brodie & Harvie . . . . .	83	Hydro City Shoe Manufacturers . . . . .		Samson Enr., J. E. . . . .	75
Canadian Consolidated Rubber Co. . . . .	3-32	Independent Rubber Company . . . . .	21	Scholl Mfg. Co. . . . .	16-17
Canadian Footwear Co. . . . .	10	International Supply Co. . . . .	31	Scott, J. A. . . . .	
Champion Shoe Machinery Company . . . . .	67	Kenworthy Bros. . . . .	87	Snubbers Shoe . . . . .	25
Children's Shoe Mfg. Co. . . . .	64	Kelly, Thomas A. . . . .	74	Spaulding & Sons, J. . . . .	11
Clapp, Edwin . . . . .		Kescot Mfg. Co. . . . .	18	Standard Kid Mfg. Company . . . . .	4
Clarke and Co., A. R. . . . .	88	La Duchesse Shoe Company . . . . .	79	Sisman Shoe Company . . . . .	58
Clark Bros. . . . .	12	Lamontagne Racine & Co. . . . .	74	Taylor-Forbes Co. . . . .	86
Clark, Edwin G. . . . .	62	Landis Machine Company . . . . .	74	Textile Mfg. Company . . . . .	86
Cleland, Regd., James. . . . .	73	Lang Tanning Co. . . . .	15	Tetrault Shoe Mfg. Co. . . . .	27-28-29-30
Cote, J. A. & M. . . . .	78	Legace & Lepinay . . . . .	73	Thompson Shoe Company . . . . .	68
Daoust-Lalonde & Company . . . . .	6	Marsh Company, Wm. A. . . . .	23	Toronto Heel Company . . . . .	83
Duchaine, Ludger . . . . .	79	Mooney Company, A. G. . . . .	69	United Shoe Machinery Co., Ltd. . . . .	80-85
Duchaine & Perkins . . . . .	84	Narrow Fabric Company . . . . .	20	United States Hotel, Boston . . . . .	75
Duclos & Payan . . . . .	13	National Cash Register Company . . . . .	81	U. S. Specialty Mfg. Co. . . . .	73
Dunlop Tire & Rubber Goods Co. . . . .	71	New Castle Leather Company . . . . .	70	Whittemore Bros. . . . .	86
Edwards & Edwards . . . . .	86	Oscar Onken Company . . . . .	83		
Eureka Shoe Company . . . . .	68				
Evans' Shoe Company, L. B. . . . .	83				

# MADE   IN   CANADA

Our line of Channel Cements, Sole Laying Cements, Chrome Cements, and Surefold is a quality line.

The first consideration given to their make-up is **QUALITY**.

You may depend on them being as good a Cement as can be made.

## **Boston Blacking Company**

152 McGill Street, MONTREAL, Canada





Model No. 2 for A & B widths  
Model No. 3 for C & D widths

## Make Every Shoe a Beautiful One

Get rid of the wrinkles—Show every shoe in your window at the best. It is what your customer sees on the outside that sells the shoes within. Place an "AJUSTO" BOOT TOP FORM in every shoe that you display—give your footwear that snappy, smooth, graceful appearance. This clever sales-making form is simply made and easily adjusted. No springs to get out of order.—No screws to adjust. The slide does the trick—it expands the form. Study the illustration here shown—it tells the story. Get "AJUSTO" FORMS in your shoes—get the shoes in your windows—get the profit dollars in your cash drawer. Order enough for your windows today Price \$3.00 per dozen f.o.b. Pittsburg. If your jobber cannot supply you, order direct.

U. S. SPECIALTY MFG. CO., Pittsburg, Kansas, U. S. A.  
(Remember it's KANSAS)

**A  
Profitable  
Line  
For  
The  
Jobber**

## Women's McKays

A product of a factory directed by men who have spent years in bringing the McKay Process up to perfection, which will ensure you a generous turnover.

Our lines for Men, Youths and Boys are excellent quality footwear, attractive in style and price; warranted to keep up big sales and giving appreciable value to the wearer—the man who must be satisfied to ensure any line permanent success.

# LEGACE & LEPINAY

22 ST. ANSELME STREET  
QUEBEC

Largest Manufacturers in Canada

—of—

## STEEL DIES

for

Shoe and Rubber Manufacturers

Prompt  
Service

Guaranteed  
Work

JAS. CLELAND, REGD.

16 St. George St., Montreal



Our McKay Sewed and Standard  
Screwed Shoes

will stand plenty of hard wear. Made on foot-fitting lasts that will give comfort to the wearer and are durable. The range includes—Men's, Boys', Youths', Little Gents', Children and Infants' Black and Beaver Brown Box Kip. Your jobber will quote you prices, or write us direct.

A. A. COTE & SON, Limited

Successors to St. Hyacinthe Soft Sole Shoe Co. Limited  
ST. HYACINTHE, QUEBEC



## COUNTERS BOX TOES and INNER SOLES

Our union and all leather, flexible inner soles are better than ever, with no change in prices. Try them and be convinced.

**LAMONTAGNE, RACINE & CO.**  
115 ARAGO ST.  
QUEBEC

## KELLEY KID

*LEADS THEM ALL  
in Uniformity,  
Fine Texture, Wearing Qualities and Finish*



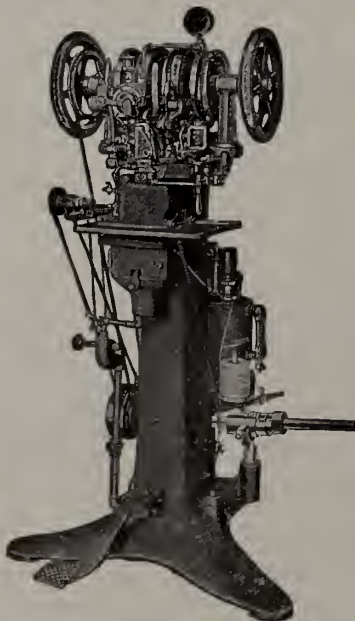
In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

**Thomas A. Kelley & Co.**  
Tannery and Main Office, LYNN, MASS.

Selling Agents:  
**ROUSMANIERE, WILLIAMS & CO.**  
87-93 Lincoln St., BOSTON, MASS.

## Landis Outfits are Money-Makers

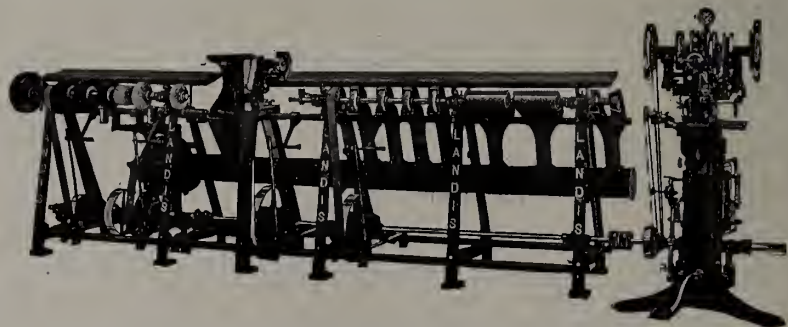


Landis No. 12 Shoe Stitcher.  
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to  
Landis Model 25 Finisher.

**Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.**

**The United States Hotel,** Beach, Kingston  
and Lincoln Streets  
**BOSTON, MASS., U. S. A.**

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

Of  
Interest  
to  
the  
Jobber



There is a big demand for our men's boots because of their excellent value and splendid wearing qualities which warrant your making them one of your leading lines.

The wide and ready market for them will give you a generous profit.

**J. E. SAMSON ENR.**  
QUEBEC

**Middle and Western Canada  
Demands the Best  
in Footwear**

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

ESTABLISHED 1828  
**THE COMMERCIAL**  
THE WEEKLY FINANCIAL COMMERCIAL & GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper" that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

**SURFACE KID WILL NOT SCUFF**

Surface Kid is a decided improvement on real kid because it wears better—will not scuff and is much less expensive.

The beautiful grain shows to advantage in dressy shoes, while the soft pliable texture equals chamois. Send at once for samples of Surface Kid in Black and Colors.

*Butts in Gun Metal—Dull—Glazed*



Head Office  
491 St. Valier St., Quebec

**LUCIEN BORNE**

Montreal Office—225 Lemoine St.



## Get the People "Coming Your Way"

Make your store a place where people will like to go—get them started and keep them coming. Getting them in your store is more than half a sale made.

Every issue of your trade journal is helpful—keep it as a reference.

READ IT THROUGH AND THROUGH  
**FOOTWEAR**  
in Canada

The Best and Most Durable  
Shoe Laces Are Made

With Our

## Power Shoe Lace Tipping Machines

Textile and Special Machinery  
Harris-Corliss Steam Engines

*Send for Catalogue*

The Franklin Machine Company

Engineers Founders Machinists

189 Charles Street, Providence, R.I.

## Subscribers' Information Form

Many letters reach us from subscribers enquiring where certain goods can be obtained. We can usually supply the information. We want to be of service to our subscribers in this way, and we desire to encourage requests for such information. Make use of this form for the purpose.

Date.....19

"FOOTWEAR IN CANADA,"  
347 Adelaide Street West, Toronto.

Please tell us where we can secure (give description as fully as possible) .....

.....  
.....  
.....

Name .....

Address .....

**Retail merchandising is the closest kind of dealing with the public. If you deal with any number of people they will judge you accurately and pitilessly, and you will profit just as you deserve.**

**A**RE you giving the world the best value you know for the profit it is giving you?

In other words do you believe in selling the greatest value in shoes? Do you think about what your customers get when you are buying your stock?

Do you realize that the longer-wearing the shoes you sell, the faster and bigger your business grows?

Or if two shoes are equally attractive to your customer, do you always recommend the more comfortable?

If you are interested in this "customer-first" policy, give serious consideration to Neolin Soles.

The public has signified to the tune of many million pairs that it believes shoes with Neolin Soles to be better value—shoes that give longer wear; more comfort, good looks, health protection.

Shoe manufacturers are offering you better shoes by building them on Neolin Soles. But they can only make the shoes you order.

It is up to you as the man who gives the order to see that better shoes come into your store.

Sit down now and figure what shoes you have on order or about to be ordered, which should be shoes of bigger value. Then order them on Neolin Soles.

Neolin Soles were developed by Goodyear scientists to be better soles for shoes. The imitation of Neolin's appearance is not hard. It has been done. But no one outside of Goodyear has succeeded in finding out what Neolin is. For your protection, and for the public protection, we put the name "Neolin" on the bottom of every sole. See that it is on the shoes you get.

**The Goodyear Tire and Rubber Co. of Canada Limited :: Toronto**

# Neolin Soles

*Shoes for real men—*

# YAMASKA



shoes embody the best materials, and are constructed to give foot ease and comfort.

## LEATHER ALL THE WAY THROUGH

They are strong sturdy shoes for men who do things—the class of men who demand comfort and exceptional quality and wear service, in their footgear.

You will find a satisfied customer for every pair of **Yamaska** shoes - a factor in building up sales.

La Compagnie

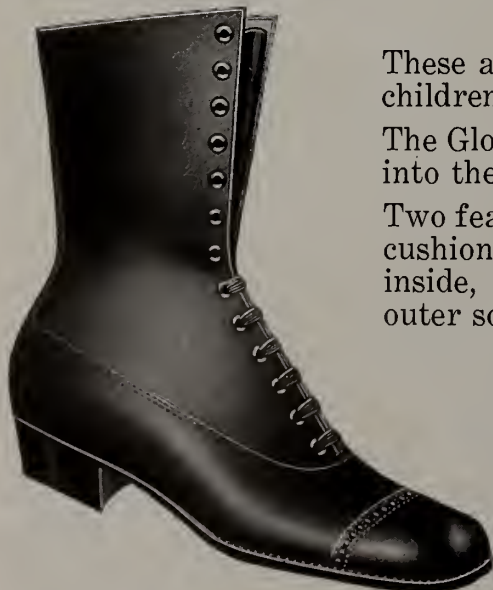
## J. A. & M. COTE

St. Hyacinthe, Quebec

**COMFORT**  
and  
**EASE**



*for growing feet*



These are the special features in our footwear for misses, girls, children and infants.

The Globe Pillow Welt is the Genuine Goodyear and is sewn right into the shoe.

Two features which help make these shoes so popular are the soft cushion insole, made as a part of the shoe and not simply placed inside, and the waterproof cork filling between the inner and outer soles.

## GLOBE SHOE LIMITED

Factory TERREBONNE, QUE.

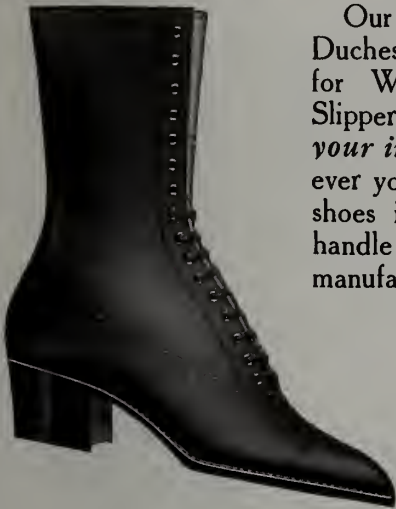
Selling Agents

L. H. PACKARD & CO., LIMITED  
MONTREAL, P.Q.

**JOBBER'S  
ONLY**

*Very Attractive*

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



**"La Duchesse" Shoe Co.**

Registered  
M O N T R E A L



**This  
is the  
Real  
One**

The shoe fibre counter is worth two cents a pair only, but it will be worth dollars to you if you use the right one.

**Try the "Perfect"**

It will put quality into your shoes and give them a good appearance, because it will stand the most strenuous wear, and give you the best fit obtainable.

THE MOST ECONOMICAL COUNTER  
ON THE MARKET

**Perfection Counter Limited**

699 Letourneux Ave. Cor. Ernest St.  
Montreal

# Jobbers Get Acquainted

with our lines of

**Men's, Women's, Youths' and Boys'**

**Welts and Medium McKAYS, Felt and Rubber Soled Shoes.**

The quality, style and wear service, and exceptional value of these lines warrant your attention and will bring you attractive and profitable returns.

## LUDGER DUCHAINE

593 St. Valier Street

- - -

Quebec



# SANDPAPER

---

SANDPAPER is a general term used for Paper, Cloth Paper and Cloth when coated with either a NATURAL (Garnet, Flint, Emery, etc.) or ARTIFICIAL (Carborundum, Crystolon, Alundum, etc.) Abrasive.

YEARS OF EXPERIENCE IN MANUFACTURING SANDPAPER FOR ALL PURPOSES NECESSARY

FOR THE

## Shoe Manufacturing Trade

ENABLES US

TO FILL

## All Your Requirements

## PROMPTLY

FOR

## ABSOLUTE SATISFACTION

SPECIFY

## UNION and AMUNITE

(Natural Abrasive)

(Artificial Abrasive)

### United Shoe Machinery Company of Canada, Limited

Toronto  
90 Adelaide Street West,

Montreal  
Kitchener  
179 King Street West,

Quebec  
28 Demers Street,





## National Cash Registers are used in the largest and the smallest stores in Canada

THE way Canadian retail merchants have turned to labor-saving machinery during the past two years is very significant.

The movement began when the war's great dragnet started taking the young men and women "over there."

Retail merchants, forced to adopt labor-saving machinery, were quick

to see the advantages of National Cash Register speed accuracy, protection, and economy.

Month by month, and town by town, National Cash Registers have earned their way into the daily business life of Canada.

Every city and hamlet is using them—and calling for more.

**A store system that helps these stores will also help yours**

The National Cash Register Company of Canada, Limited

Factory: Toronto, Ontario

BRANCH OFFICES:

CALGARY . . . . . 74 Second Street W.  
 EDMONTON . . . . . 5 McLeod Bldg.  
 HALIFAX . . . . . 63 Granville Street  
 HAMILTON . . . . . 14 Main Street E.  
 LONDON . . . . . 350 Dundas Street  
 MONTREAL . . . . . 122 St. Catherine Street W.  
 OTTAWA . . . . . 306 Bank Street

QUEBEC . . . . . 133 St. Paul Street  
 REGINA . . . . . 1820 Cornwall Street  
 SASKATOON . . . . . 265 Third Avenue S.  
 ST. JOHN . . . . . 50 St. Germain Street  
 TORONTO . . . . . 40 Adelaide Street West  
 VANCOUVER . . . . . 524 Pender Street W.  
 WINNIPEG . . . . . 213 McDermot Ave.



## The Selling Value of the Union Stamp

Why not enjoy the selling value of the Boot and shoe Workers' Union Stamp?

Between two and three million members of the American Federation of Labor directly endorse this stamp and insist on seeing it on their footwear.

The Boot and Shoe Workers' Union stamp is a business asset to the manufacturer who places it on his shoes, and the retailer who handles these shoes.

Mr. Retailer, the Union Stamp costs you nothing and it is a powerful selling factor for your shoes which are received from factories where production is uninterrupted by labor strike or factory difficulty.

Why not insist on Union Stamp shoes for the coming Season?

### Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor  
246 SUMMER STREET BOSTON, MASS.

COLLIS LOVELY, Gen. President

CHAS. L. BAINE, Gen. Sec'y-Treas.



*“We would like you to feel that we know we have had results from your advertising Service”*

—so writes a well known Shoe Manufacturing Company in unsolicited approval of what Footwear in Canada is doing for it.

Is Footwear helping You to increased sales and bigger business? If you are in the competitive shoe and leather field to-day there is no good reason why it should not be boosting for You through its advertising columns. Let us submit an advertising suggestion for your approbation.

347 Adelaide Street W.

# FOOTWEAR

in Canada

Toronto Ont.

## Years of Research and Experiment

have made Brodie's patent flour paste what it is—the ideal paste for all kinds of shoe manufacturing.

It is strong in adhesiveness, absolutely free from lumps, and clean.

Write for Samples and Prices

## Brodie & Harvie

Limited

14 Bleury St. MONTREAL

We Can Save Money for You on Your Shipping & Packing

## H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

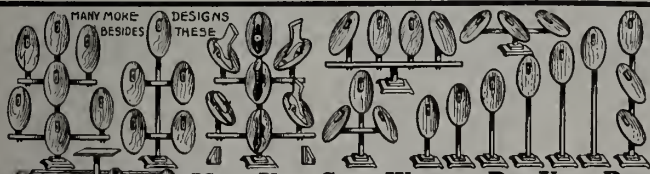
Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co.  
of Canada Limited

TORONTO

ONTARIO



### Make Your Show Windows Pay Your Rent

Many Sales are made on the Sidewalk

### Window Display Fixtures

A Wonderful set of Patented Interchangeable Window Display Fixtures for displaying Men or Women's Shoes. Set will give 10 Years Good Service in effective trade pulling window trim.

The Fixtures you see above are only a very few of the designs that can be set up with the full set, besides hundreds of standard fixtures can be set up.

Made of Oak, either Golden, Antique or Weathered Finish. Set is put up in a Hardwood Hinged Lid Storage Chest, a good place to keep the extra Younits not in use. There are thousands of sets in daily use.

- No. 101 Set has 220 Interchangeable Younits For Large Windows, \$48.12
- No. 101½ Set has 110 Interchangeable Younits For Medium Windows, \$27.50
- No. 101¼ Set has 55 Interchangeable Younits For Small Windows, \$17.32

Stock carried in Hamilton, Ont. Order direct or thru your jobber. Send for catalog. Patented and made in Canada.

The Oscar Onken Co. 5950 Fourth Street Cincinnati, Ohio, U. S. A.

## TORONTO HEEL CO.

Manufacturers of

All styles of Heels in Leather and Composition

We are also Makers of the Haverhill

Write for Samples and Prices. These will interest you

## The Toronto Heel Company

13 Jarvis St., Toronto

# MOCCASINS



**WHEN AT THE EXHIBITION**  
make a point of visiting our sample  
rooms at 84-86 Wellington Street.  
We have a stock well worthy of your  
inspection.

## Genuine Indian Hand Made

Representing the very finest handwork,  
and comprising a line that will attract profit-  
able trade. They make very handsome  
house slippers and run in same sizes as shoes.  
We have these in various grades.

## We also carry a complete line of Mens', Womens' and Childrens Shoes

featuring new models and offering a wide se-  
lection of footwear that has all the merit of  
making rapid and regular sales.

**C. N. SABA & COMPANY** MANUFACTURERS  
AND IMPORTERS  
84-86 Wellington Street West, Toronto, Ontario.

# You will endorse all we say about our McKAYS



*We Sell the Jobbers*

for men, boys, women, misses  
and children.

By the quality, style, wear service and attractive  
selling prices these lines will warrant your re-  
commendation.

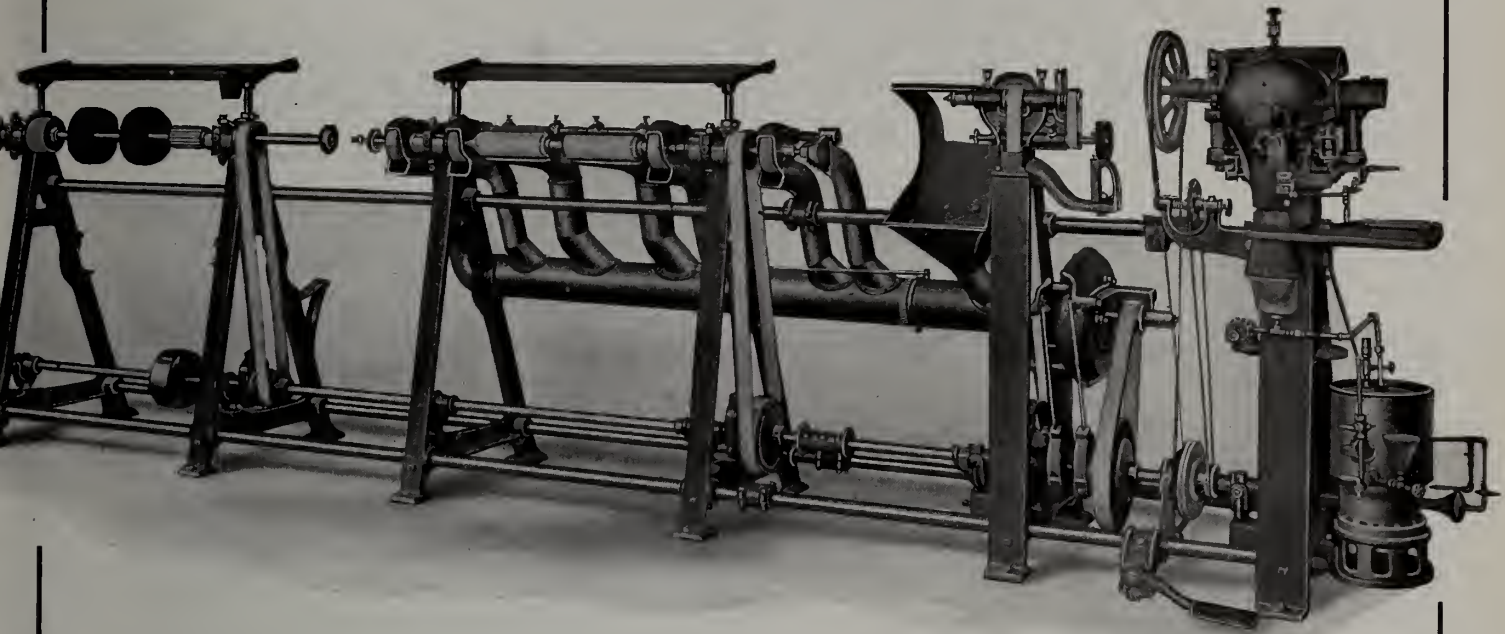
**Duchaine & Perkins**  
QUEBEC

Montreal Sample Room

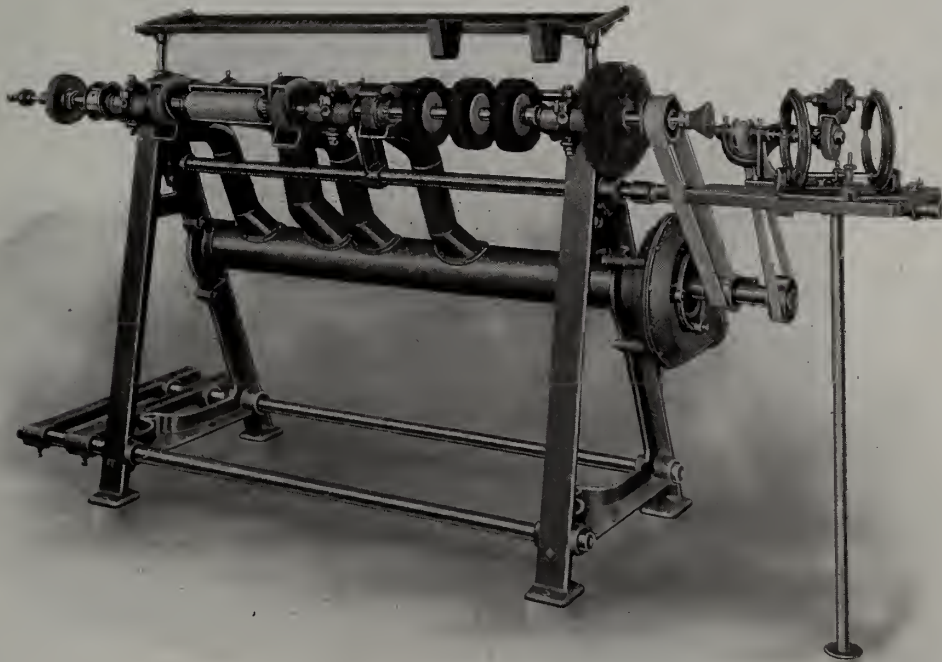
E. T. Bank Bldg.,

St. James St.

*See Them at the*  
**TORONTO EXHIBITION**



*475 IN USE—Enough Said.*



We shall be pleased to meet you at our Exhibit in the Machinery Hall.

**United Shoe Machinery Co. of Canada, Limited**

**MONTREAL**

KITCHENER

179 King Street West

**QUEBEC**

28 Demers Street

**TORONTO**

90 Adelaide Street West

# SHOE LACES

**MADE IN CANADA**

*Supply*

*Shoe Manufacturers and Wholesale Trade only*

**Textile Manufacturing Co., Ltd.**

439 Wellington Street West  
TORONTO

## Edwards & Edwards

TANNERS OF

### SHEEPSKINS

FOR

Shoes, Gloves, Saddlery  
Upholstering  
Bags and Suit Cases  
Bookbinding  
Fancy and Novelty Goods  
Skivers  
Embossed Leathers  
Etc., Etc.

### EDWARDS & EDWARDS

Head Office and Sale Rooms      Tanneries  
27 Front E. Toronto      Woodbridge, Ont.  
Quebec and Maritime Provinces  
Represented by  
**JOHN McENTYRE LTD.** 28 St. Alexander St.  
MONTREAL, QUE.

## The Shine that Lasts

Your shoes will hold their shine a surprisingly long time if you use  
*Whittemore's Shoe Polishes*

*The Whittemore lines serve a double purpose viz—that of a polish and leather preservative.*

Our **Bostonian Cream** is the ideal cleaner for kid and calf leather put up in Brown, Grey, White, in fact all colors.

Try our **Nobby Brown Paste** for brown shoes and **Peerless Ox-blood Paste** for Red Shoes.

**Quick White Liquid Canvas Dressing.**

**ALBO White Cake Canvas Dressing**  
**GILT EDGE SELF Shining Dressing**

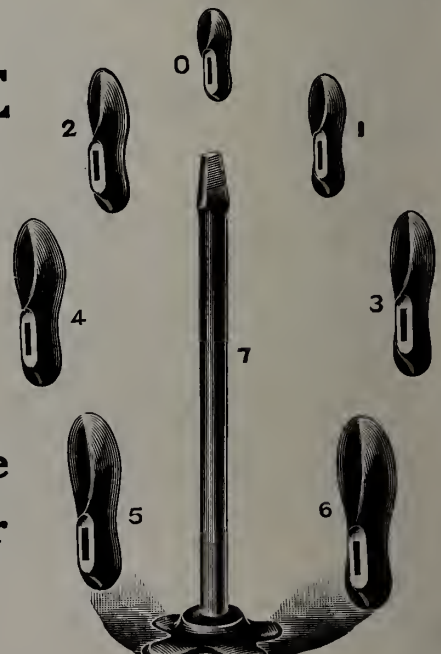
Ask your Jobber. If he cannot supply you write us for complete catalogue

**Whittemore Bros. Corp.**  
Cambridge, Mass, U.S.A.



HERE  
IT IS

=  
The  
Reliable  
Cobbler  
Set



Many inquiries for a Cobbler Set which will stand unlimited abuse and cover the demands of the Shoe Repairing Trade, have resulted in the RELIABLE Set.

It's just the one the Cobbler needs and it's "Made in Canada." The heavy Cast Iron Base measures 7 in. across and the Wrought Iron Post is bedded solid in this Base.

Don't hesitate about stocking this Set.

Write for prices.

We make a big line of Cobbler Sets and Repair Outfits. Write for Catalogue.

**TAYLOR-FORBES COMPANY, Limited**  
GUELPH - ONTARIO



# INSOLES

**Kendex** has the added qualities for an Insole which gives satisfaction and comfort to the wearer ; conforms to the foot ; is of uniform flexibility ; will not shrink, swell or check and prevents calloused feet ; is **fast color** ; made in all weights, worked dry and sold in sheets or rolls.

**Kendex** is made in Oak, White and Black colors. Makes an excellent middle sole ; trims to a clean edge, and is a **non-conductor**.

**Felt** of every description for shoe manufacturers.

**Heel Pads** cut from several qualities of white felt, also all colors of Combined Imitation Leather and Felt. Our facilities mean service to you at a **minimum** cost.

## KENWORTHY BROS. COMPANY

STOUGHTON, MASS.

Represented in the Province of Quebec by HORACE D'ARTOIS, 224 Lemoine St.. Montreal

# A. R. Clarke & Co., Limited

*"Makers for the Nation"*



Montreal

TORONTO

Quebec



**A**DD sixty-seven good years of unwavering perseverance study and endeavour to modern efficient methods of manufacture as seen in our plant—not forgetting our strict adherence to quality in raw materials. The result in terms of perfect patent is—

# CLARKE'S



# Footwear

## In Canada

### The Co-operation That Counts

ASIDE from the national repute of Regal Shoes, the dealer who associates his business with Regal has the support of an organization thoroughly versed in the knowledge of the dealer's problem.

This knowledge enables us to aid the dealer with specific means of attracting custom and making sales. Such co-operation has counted in building up many prosperous retail businesses.



Why not acquaint yourself with the Regal Agency plan now?

## Regal Shoe Company, Limited

472-474 Bathurst Street - TORONTO, Ont.

# The Superior Soling

# PANTHER

**“Sure Step” Tread  
Composition  
Soles and Heels**



This great product of the Panther Laboratories has been scientifically and practically tested and pronounced the ideal soling material for all footwear under every outdoor and most indoor conditions. It is easy to work in all styles. It is lighter in weight than leather, yet it wears much longer. It is absolutely waterproof and will not slip on wet pavements. Made in all colors and looks like leather. Write us for further information.

## Panther Rubber Co., Ltd.

SHERBROOKE

QUEBEC

**PANTHER**  
**“Sure Step”**



**PANTHER**  
**“Sure Step”**



**FLEET FOOT**

# Styles for 1920

It is more than ever essential  
that Dealers see "Fleet Foot"  
Styles for next year. :: ::

This month, our Salesmen will be showing the complete line of "FLEET FOOT" for 1920; and the wise dealer will hold his orders until he has examined these new Dominion Rubber System products.

## Dominion Rubber System Service Branches

ARE LOCATED AT

Halifax, St. John, Quebec, Montreal, Ottawa, Toronto, Hamilton, Brantford, London,  
Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon,  
Edmonton, Calgary, Lethbridge, Vancouver and Victoria.

## Increasing Good Will

No business can continue to be, much less to grow, without good will. For it is the unseen foundation upon which all healthy business is built.

In periods of advancing prices, our policy has always been to take orders for the quantity of our raw skins on hand and to arrive at a price based on the average cost, instead of on the highest prevailing market price.

In fact we have orders for thousands of dozens for future delivery taken months ago when raw skins were from 30 to 50 per cent. lower than today's prices.

The price of a grade of Standard Kid may be forced up or down by market conditions, but the quality never. The return in good will justifies the policy we pursue.

We can accept orders of limited quantities for delivery after September of all colors except black.

COLOR 18—FIELD MOUSE

COLOR A—HAVANA BROWN

are in popular demand for Fall. Standard Kid is guaranteed to be colored through with pure dyes. It is not coated with a pigment or paint finish.

## STANDARD KID MFG. CO.

MANUFACTURERS OF BLACK AND COLORED GLAZED KID AND PATENT KID

207 SOUTH STREET, BOSTON, MASS., U. S. A.

NEW YORK OFFICE, 610 TRIBUNE BLDG.

Factory, Wilmington, Del.

### AGENCIES

GEO. A. McGAW, Chicago, Ill.

I. LOUIS POPPER, Cincinnati, Ohio.

F. W. BAILEY & CO., St. Louis, Mo.

PIERRE BLOUIN, Quebec, Canada.



# POSITIVE RESULTS

with

# BENNETT

TRADE MARK

## DEPENDABLE COUNTERS



You get a **standard product** built to efficiently serve *definite* purposes.

It starts with a *determination* to produce a *certain* fibre. Raw materials are selected and a formula used to give this fibre its *toughness* and *flexibility*.

This fibre is shaped into the BENNETT counter. They will *hold* their shape, *wear* and *satisfy*.

***They must make good or we will.***

ONTARIO OFFICE  
28 King St. East  
Kitchener

BENNETT LIMITED  
MAKERS OF SHOE SUPPLIES  
CHAMBLY CANTON, P.Q., CANADA

SALES OFFICE  
59 St. Henry Street  
Montreal

*Made in Canada by the largest shoe fibre makers in the British Empire.*

# The Triumverate of Footwear

## PARIS

Women's McKays      Men's Welts

## PATRICIA      METROPOLITAN

Women's Welts and Turns

Men's Welts

Women's McKays

Reigning as sales leaders — as the sales records of hundreds of Canadian dealers will show.

These lines owe the reputation they enjoy to the care we have taken in selecting the leather (all tanned in our own plants) which goes into these shoes.

Our lasts are always consistent with the demands of the average woman whose dictates we have always anticipated.

A trial will convince you more than anything else we may say.

Your future orders depend on that trial of course — but we have every confidence.

---

# Daoust, Lalonde & Company

LIMITED

MONTREAL

Branch:      Metropolitan Shoe Co., 91 Paul St. East,      MONTREAL



*The*  
**JOHN RITCHIE**  
**COMPANY LIMITED**  
MAKERS OF  
MEN'S SHOES  
QUEBEC



# FROM COAST TO COAST

## *It's Independent Rubbers*

Your best investment for the coming season is to stock a liberal assortment.

Here are the names which distinguish quality and wear service—which spell profit and goodwill maintained to the dealer.

KANT KRACK  
DAINTY MODE  
ROYAL  
BULL DOG  
DREADNAUGHT  
VERIBEST



# James Robinson

Specialists in Fine Footwear

MONTREAL



# TURNOVER

— *a vital*  
*element in retailing*

Every dealer knows what it means to get hold of a lot of dead stock.

For years the House of Robinson has pitted their judgement and experience against the season's trade problems.

— assisting the retailer to choose a representative stock of the season's best selling models.

With what success the testimony of hundreds of Canadian dealers will show.

*Let us help you too.*



# James Robinson

Specialists in Fine Footwear  
MONTREAL

# Quality and Value

## Demonstrated in Service

**WE** leave it to the wearer to test the quality and service — which determine value—in Canadian Footwear lines.

Our lines of women's, misses' and children's McKays, Turns, Oxfords, Pumps and High Cuts are all endorsed by "mother" and the "kiddies"—a dominating factor in maintaining and increasing sales.

## Canadian Footwear Co.

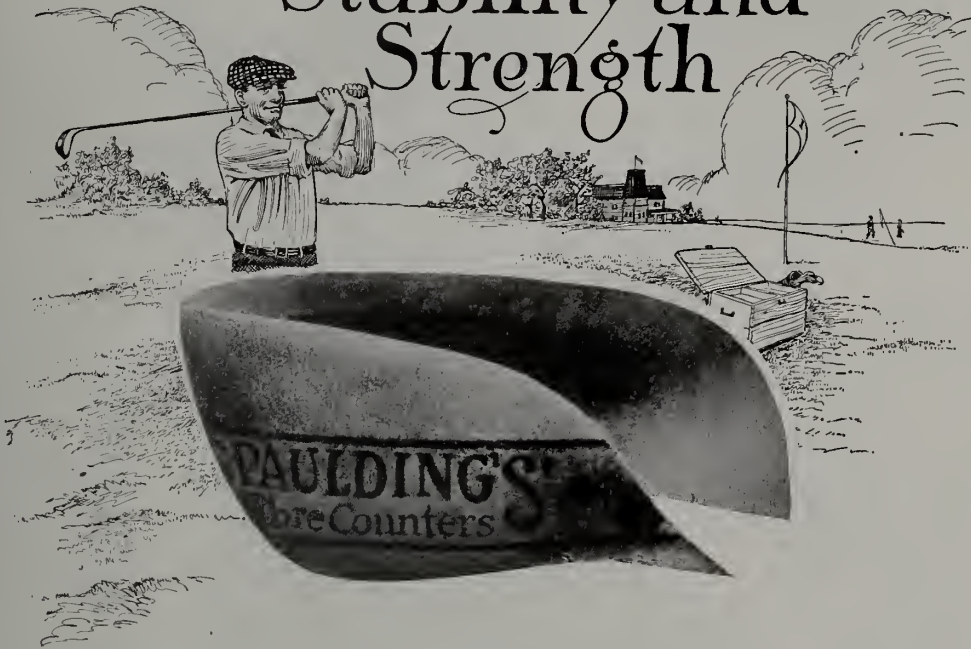
Limited

Montreal

Salesroom : 36 St. Genevieve Street,  
Factory : Pointe-aux-Trembles

**SPAULDING'S**  
Fibre Counters  
*Guaranteed*

# Stability and Strength



**SPAULDING'S**  
Fibre Counters  
*Guaranteed*

For Service and Comfort in every form of recreation and every kind of business

## J. SPAULDING & SONS CO.

Main Office and Factory

**NORTH ROCHESTER, N. H.**

PHILADELPHIA  
John G. Traver & Co.  
329 Arch St.

CINCINNATI  
The Taylor-Poole Co.  
410-412 E. 8th St.

SEVEN FACTORIES

Tonawanda, N. Y.  
No. Rochester, N. H.

Townsend Harbor, Mass.

Rochester, N. H.  
Milton, N. H.

Boston Office

**203-B ALBANY BUILDING**

ST. LOUIS  
The Taylor-Poole Co.  
1602 Locust St.

CHICAGO  
J. E. D. McMechan & Co.  
217 W. Lake St.

English Agents: J. Whitehead & Co., Ltd.,  
Leicester, England.

Canadian Agents

International Supply Co., Kitchener, Ontario and Quebec City. V. Champigny, Montreal

**SPAULDING'S**  
OAK TAN  
FIBRE INNERSOLING

## FOOTWEAR FOR JUVENILES

# SNUBBERS SHOES

AND

GENERAL SATISFACTION

TRAVEL TOGETHER

### THE YOUNG MEN

from 14 to 21 years of age, want that same style and finished appearance they see in the Business Men's Footwear, but the price is out of their reach.



MADE IN ALL LEATHERS  
Sizes 4 to 7

SNUBBERS  
Young  
Men's  
SHOES  
have the style  
and the lower  
price.

WRITE  
FOR  
CATALOGUE

# SNUBBERS SHOES

64 Wellington St., W.

:::

:::

Toronto

SNUBBERS - Stand the Racket

# Price Change Announcement

The following changes in prices on Dr. Scholl's Appliances are effective September 1st, 1919. These changes are made to conform to the changes in markets for materials and labor and are essential.

## Dr. Scholl's Anterior Metatarsal Arch Supports



Dr. Scholl's Anterior Metatarsal Arch Support, No. 1, will retail at \$4.25 per pair. Wholesale price, \$27.60 per dozen pairs.



Dr. Scholl's Anterior Metatarsal Arch Support, No. 2, will retail at \$4.25 per pair. Wholesale price, \$27.60 per dozen pairs.



Dr. Scholl's Anterior Metatarsal Arch Support, No. 3, will retail at \$4.50 per pair. Wholesale price, \$30.00 per dozen pairs.



## Dr. Scholl's Foot-Eazer

Retail price, \$3.50 per pair.  
Wholesale, \$24.00 per doz.

It will be noted that this leaves a nice profit of \$1.50 per pair for the retailer, —almost 100%.

Foot  
Comfort  
For Your  
Customers

Profits and  
Prestige for  
Your Store

Thus, there is a double reason why you should handle and PUSH this line of world's standard appliances



### Dr. Scholl's Arch Fitter

New price, without stand, as illustrated,

\$5.00  
each

Indispensable for making exact adjustments to meet varying foot conditions. Price includes a rawhide hammer, as shown.

# The Scholl Mfg. Co.

Largest Makers of Foot Appliances  
in the World

112 Adelaide St. E.,  
Chicago New York

Toronto  
London

**THE 20th INTERNATIONAL  
Shoe & Leather Fair  
ROYAL AGRICULTURAL HALL  
L O N D O N - N.  
OCTOBER 6, 7, 8, 9, 10 & 11, 1919**

The London Shoe and Leather Fair was established in 1894 and was the recognized annual meeting ground for every department of the Shoe and Leather industries until interrupted by the war.

The Peace Fair of October next marks the resumption of the gathering, and a record attendance is certain from all parts of the United Kingdom, and from most of the European Countries.

Canadian visitors are cordially invited to so time their European trip as to fit with the above date.

Booths fitted for occupation and giving all privileges for for the solicitation of business, may be rented from \$55

The Fair is controlled by the Shoe and Leather Fair Society and managed for the Society by

**THE SHOE & LEATHER RECORD  
40 FINSBURY SQUARE - LONDON, E.C.2**

Where all communications should be addressed

Cables :---

“Goloshes, London”



# ANCHOR BRAND

---

SCOURED OAK  
SOLE LEATHER

---

*Sides, Crops, Backs, Bends  
Bellies, Shoulders, Heads*

---

THE LANG TANNING COMPANY, LTD.

KITCHENER, ONTARIO

CANADA

# Uniformity

of

## Quality & Value

That is what the retailer handling Miner Shoes is able to give his customers—the assurance that every pair of Miner Shoes is an endorsement of quality and value equalled only by another pair bearing the name Miner.

Our travellers are now on the road for Spring, 1920, carrying a better and more varied range of footwear than ever before, combining

**QUALITY and STYLE**

to an attractive degree.

YOU CANNOT ERR IF YOU STOCK

# Miner Shoes

FOR ALL THE FAMILY

**The Miner Shoe Company, Limited**

MONTREAL

OTTAWA

QUEBEC

*Agents for the Celebrated Miner Rubber Footwear*



H. O. McDOWELL

H. N. LINCOLN

# INTERNATIONAL SUPPLY CO.

IMPORTERS  
MANUFACTURERS



JOBBER  
SALES AGENTS

**SHOE MACHINERY, FINDINGS  
AND FACTORY SUPPLIES**  
THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

MAIN OFFICE AND FACTORY  
37 FOUNDRY ST. S.  
KITCHENER

EASTERN BRANCH  
401 CORISTINE BUILDING  
MONTREAL

Representing

American Lacing Hook Co.  
Waltham, Mass.

Lacing Hooks and Hook  
Setting Machines

Armour Sand Paper Works  
Chicago, Ill.

Crystolon Paper and Cloth  
for Buffing and Scouring

Boston Leather Stain Co.  
Boston, Mass.

Inks, Stains, Waxes, etc.  
Cyclone Bleach

The Ceroxylon Co.,  
Boston, Mass.

Ceroxylon, the Perfect  
Liquid Wax

Dean Chase Co.,  
Boston, Mass.

Shoe Goods, Cotton  
Thread

The Louis G. Freeman Co.,  
Cincinnati, O.

Shoe Machinery

Hazen, Brown Co.,  
Brockton, Mass.

Waterproof Box Toe  
Gum, Rubber Cement

Lynn Wood Heel Co.,  
Keene, N.H.

Wood Heels and Die  
Blocks.

Markem Machine Co.,  
Boston, Mass.

Marking and Embossing  
Machines, Compounds,  
Inks, etc.

M. H. Merriam & Co.,  
Boston, Mass.

Binding, Staying, etc.

Puritan Mfg. Co.,  
Boston, Mass.

Wax Thread Sewing  
Machines  
Poole Process for Good-  
year Insoles

The S. M. Supplies Co.,  
Factory Supplies,  
Needles, etc.

H. S. & M. W. Snyder, Inc.,  
Boston, Mass.

Kids, Cabrettas and Horse

I. Spaulding & Sons Co.,  
N. Rochester, N.H.

Guaranteed Fibre Coun-  
ters, Fibre Innersoling

The Textile Mfg. Co.,  
Toronto, Ont.

Shoe Laces

United Stay Co.,  
Cambridge, Mass.

Leather and Imitation  
Leather Facing, Welting,  
etc.

## Crystolon

*the Hardest Substance known*  
(Except the Diamond)

Crystolon is the abrasive for the shoe trade. Its extreme hardness and brittleness make it particularly desirable for snuffing hides, buffing and scouring leather specialties and shoes.

Being brittle, the tiny points of the abrasive surface are continually breaking off, thus forming an entirely new surface as sharp and effective as the first. This gives a continual sharp cutting surface until worn down to the backing.

Crystolon is made in paper, cloth and combination styles, in rolls, sheets and special shapes.

Manufactured by ARMOUR SAND PAPER WORKS, Chicago, Ill.

For the BEST scouring on straight breasted heels  
USE THE  
**Freeman Heel Breast Scouring Machine**

For the BEST Heel Breast trimming on Louis Heels  
USE THE  
**Freeman Louis Heel Breast Trimming Machine**

These machines are indispensable for those  
manufacturers interested in time and  
money saving machinery

**The Louis G. Freeman Co.**  
Cincinnati, Ohio

*We have complete stocks of parts and supplies for  
Freeman Machines*

# The appearance of a shoe



is a great selling point in merchandising them.

but

Their *serviceableness* can make or destroy permanent success.

They must have more than appearance.

No matter how good your shoes may be they fail when the foundation is wrong.

Be sure the foundation is right.

*Use D & P (Durable & Permanent) counters.*

The D & P counter is the rock on which successful shoes are built.

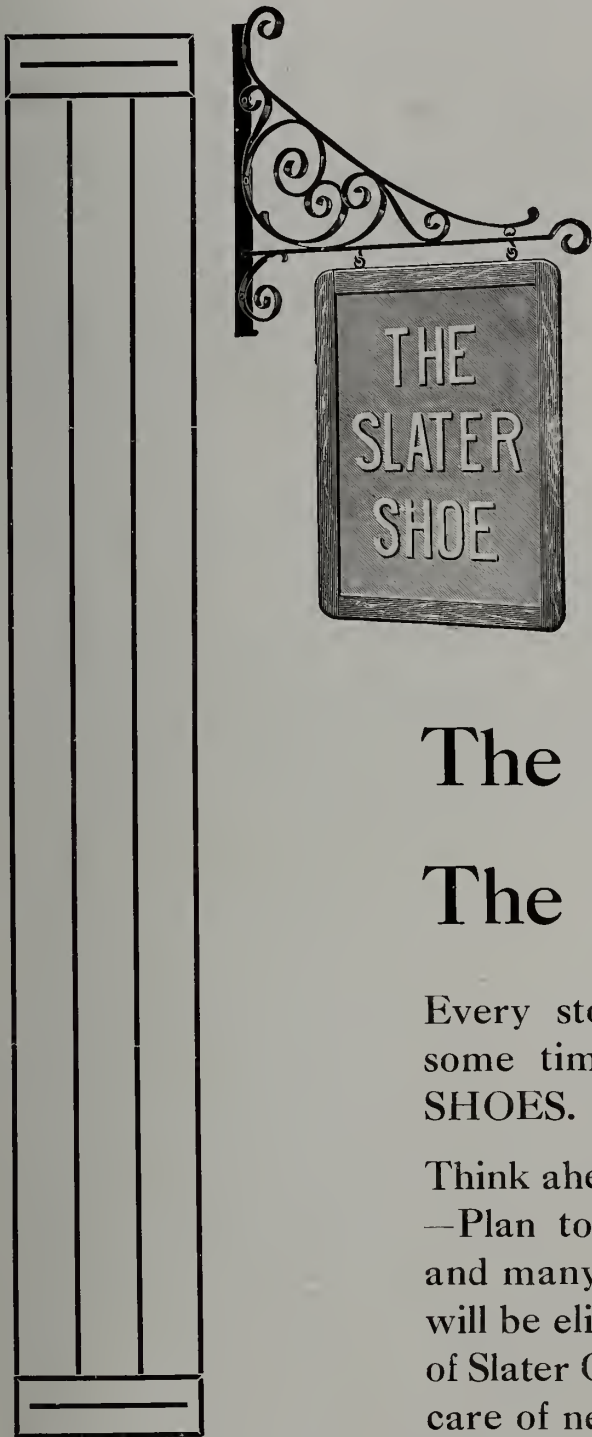
Ed. R. Lewis, 45 Front St. East  
Toronto  
Ontario Selling Agent

## DUCLOS & PAYAN

Richard Freres, Quebec  
Selling Agents for  
Quebec City

Tannery and Factory: ST. HYACINTHE, P.Q.

Sales Office and Warehouses: 224 Lemoine Street, MONTREAL



From  
The Extreme West  
to  
The Extreme East

Every store selling Footwear has at some time been asked for SLATER SHOES.

Think ahead to 1920—1921—1922 and on—Plan to be a SLATER Customer, and many of your shoe troubles of 1919 will be eliminated. We are taking care of Slater Customers now. We can take care of new ones for the future.

**The Slater Shoe Co. Ltd.**

MONTREAL

CANADA





**Study  
the  
Style  
and  
other  
features  
of**

# AIRD

and compare prices with those of any line of equal value. You will not find any line of footwear which competes in quality, style and wear service, at the price.

Surely this is something which no progressive jobber can afford to ignore.

Call at our salesrooms and we will show you what AIRD can do for you.

If you cannot call a postal will bring our latest samples to you.

**Aird & Son**

(Registered)

**MONTREAL**

**Selling  
to  
Jobbers  
Only**

# THEY ARE ON THE WAY

Wait and see our Spring samples.

Our new lines are representative of a house that has always produced a quality line of footwear complying with the latest decrees of fashion.

Our salesman has started out with a full line of 1920 men's welts, and women's welts and McKays.

Don't fail to see him when he is your city.

THE WM. A. MARSH CO., LIMITED  
QUEBEC



**MINER'S  
GREYHOUND CANVAS SHOES  
1920**

*Wait for the "Greyhound" Salesman*

He'll show you a nifty range  
of

**Rubber Canvas Outing  
and  
Work Shoe Samples**

**THE MINER RUBBER COMPANY LIMITED**





# MINER'S GREYHOUND CANVAS SHOES 1920

## Miner Branches and Sales Agents

CALGARY, Alta. ....	The Miner Rubber Co., Limited
CHARLOTTETOWN, P.E.I. ....	J. M. Humphrey Co., Limited
EDMONTON, Alta. ....	The Miner Rubber Co., Limited
FREDERICTON, N.B. ....	H. S. Campbell
HAMILTON, Ont. ....	R. B. Griffith & Co.
LONDON, Ont. ....	Coates, Burns & Wanless
MONTREAL, Que. ....	{ The Miner Shoe Co., Limited
	{ The Miner Rubber Co., Limited
	{ The Miner Shoe Co., Limited
	{ The Miner Rubber Co., Limited
	{ The Miner Rubber Co., Limited
	{ Congdon, Marsh Limited
	{ The Miner Rubber Co., Limited
OTTAWA, Ont. ....	J. M. Humphrey Co., Limited
QUEBEC, Que. ....	J. M. Humphrey Co., Limited
REGINA, Sask. ....	The Miner Rubber Co., Limited
ST. JOHN, N.B. ....	C. Weaver
SYDNEY, C.B. ....	The J. Leckie Co., Limited
TORONTO, Ont. ....	Congdon, Marsh Limited
TRENTON, Ont. ....	
VANCOUVER, B.C. ....	
WINNIPEG, Man. ....	



# Footwear Headquarters



From coast to coast, Ames Holden McCready Limited is Headquarters in Canada, not only for leather shoes but for

## Rubbers Canvas Footwear Tennis *and* Outing Shoes Felts

The normal requirements of every Canadian retailer can be supplied by this company.

More than 5,000 retailers already appreciate the convenience and economy of concentrating their purchases with a house which can and will give prompt and dependable stock service on all varieties of footwear.

### AMES HOLDEN McCREADY

LIMITED

T. H. RIEDER, President

*"Shoemakers to the Nation"*

HALIFAX ST. JOHN QUEBEC MONTREAL OTTAWA TORONTO LONDON  
WINNIPEG REGINA CALGARY EDMONTON VANCOUVER

# IN STOCK

These are a few styles that we can ship at once. If you are interested in women's stylish footwear you should get in touch with us. We will gladly submit sample pairs for your examination.

*Do you have our Fall catalogue?*



No. 990-G  
BEAVER BROWN KID  
Half Louis Covered Heel  
WELT  
AA to D, 2½ to 7  
Price \$8.00

No. 982-G  
HAVANA BROWN KID  
Price \$7.50



No. 1913-G  
BEAVER BROWN KID  
Leather Louis Heel  
Milo Button  
WELT  
AA to D, 2½ to 7  
Price \$8.25



No. 700-G  
DARK TAN CALF  
8½-inch Pattern  
14/8 Military Heel  
Imitation Tip  
WELT  
AA to C, 2½ to 7  
Price \$7.50

No. 701-G  
HAVANA BROWN KID  
Price \$7.25

No. 710-G  
BLACK VICI KID  
Price \$7.25



No. 707-G  
MOUSE BROWN KID  
Leather Louis Heel  
Imitation Tip  
WELT  
AA to C, 2½ to 7  
Price \$9.00

No. 706-G  
BATTLESHIP GRAY KID  
Price \$8.60



No. 1904-G  
BLACK VICI KID VAMP  
BEAVER BROWN KID TOP  
Leather Louis Heel  
WELT  
AA to D, 2½ to 7  
Price \$7.25

## THE WESTCOTT WHITMORE COMPANY

SYRACUSE, N. Y.

*Specialists in High Grade Footwear for Women*

# SHOE SERVICE WELL ADVERTISED

*Dorothy Dodd*  
SHOES  
Featuring the Fall Fashions


You are cordially invited to see the typically new shoe styles as shown throughout the country

FOR nineteen years Dorothy Dodd Shoes have justified the favor of an ever widening clientele. Well-dressed women in every community know the shabby grace and faultless fit which distinguish these styles, and wear them exclusively.

To old friends, and new, the Dorothy Dodd Trade Mark is a symbol of the maker's pride and the dealer's service. The confidence established in Dorothy Dodd Shoes is maintained this season as ever in the quality and smart variety of the new offerings now ready.

In Dorothy Dodd fine shoes "SHOE-SOAP" has proved of exceptional value to women. The goodwill established by "Shoe Soap" had in association with the Dorothy Dodd Trade Mark and the reputation of the dealer is complete assurance that women will continue to find in this leather the quality and service that they demand.

A carefully illustrated Shoe Style Guide for Fall and Winter is now ready for distribution by the Dorothy Dodd Shoe Company, Boston, Massachusetts.

*Dorothy Dodd*  
SHOES  
Nineteen Years Young!

Fullness-Fitting Soles for Fall

*Dorothy Dodd*  
SHOES  
The Mark of Excellence

BE guided by this Trade Mark in buying your new shoes. The Dorothy Dodd name is the Mark of Excellence, meriting the confidence established in nineteen years of leadership and fair dealing.

In the new Fall models, fashion's best choice awaits you. Nearly two thousand leading stores show the correct Dorothy Dodd styles for every type of foot. You will shop with pleasure at the Dorothy Dodd stores, where the styles reflect the charm of youth and harmonize with every need.

Dorothy Dodd shoe style and value are unequalled in the whole range of apparel today.

In Dorothy Dodd fine shoes "SHOE-SOAP" has proved of exceptional value to women. The good will established by "Shoe Soap" had in association with the Dorothy Dodd Trade Mark and the reputation of the dealer is complete assurance that women will continue to find in this leather the quality and service that they demand.



*Dorothy Dodd*  
SHOES  
Young Womanhood the New Styles

to formal wear, and every taste from lively style to smart conservatism. The Dorothy Dodd name means authentic style and dependable value in wear. It is the shopper's tie to shoe satisfaction.

See Dorothy Dodd shoes old you will be shown the latest Fall fashions with intense attention and service in meeting



*Dorothy Dodd*  
SHOES  
For Every Type of Foot

See them every week from last week to next we wear Dorothy Dodd shoes we are assured in the wide range of apparel made. The Trade Mark stamped on every pair insures correct satisfaction at all times.

With Dorothy Dodd shoes you will know the how, when and fashion fit in Dorothy Dodd shoes and wear them comfortably.

The reputation established through nearly two decades of service is maintained as ever in the quality and smart variety of the new offerings now ready for distribution by the Dorothy Dodd Shoe Company, Boston, Massachusetts.

*Dorothy Dodd*  
SHOES  
DOROTHY DODD SHOE COMPANY  
234 Lee Street  
Boston, Mass.



## “Getting the Message to Your Own Home Town”

Nearly two decades of national publicity together with women's experience has established DOROTHY DODD shoes in public confidence and given leadership to stores wherever sold.

# THE KEY TO TRADE EXPANSION

*Dorothy Dodd*  
REG. U.S. PAT. OFF.  
**SHOES**

## Linked With Your Trade Through Service and Satisfaction

**C**ARR YING the Dorothy Dodd message to millions of America's prosperous homes, Fall and Winter publicity in leading newspapers and magazines represents only a part of the service associated with the Dorothy Dodd Trade Mark for the benefit of agencies wherever located.

This Trade Mark is the means of associating your store with the known value and reputation of Dorothy Dodd shoes; stabilizing your business; and allying the advantages of nearly twenty years of success with your own service to women.

**N**EVER was public confidence in a store and its merchandise so great a factor as today. The Woman buyer is looking more and more for service and satisfaction commensurate with cost, and relies upon Dorothy Dodd shoes with the knowledge that they represent, as always, the united success of maker and merchant in meeting her needs.

The Dorothy Dodd agency policy is liberal and free from irksome conditions. It offers to retailers the fullest co-operation, assures stability and promotes expansion.



In Dorothy Dodd fine shoes "Shoe-Soap" Kid has proved of exceptional value. The good will established by "Shoe-Soap" Kid in association with the Dorothy Dodd Trade Mark and the reputation of the dealer is complete assurance of the quality and service that his trade demands.

## DOROTHY DODD SHOE CO., Boston

Canadian Representatives: M. W. MURDOFF & SON, Trenton, Ont.

# Great Interest Taken In

**Many  
Replies  
Received**

*Replies flooded in from coast to coast*

From smallest to very largest dealers in Canada in  
answer to our guessing contest.

---

Sales for Twelve Months  
**\$4,732,366.75**

---

The Largest Sales of Boots and  
Shoes in Canada

# TETRAULT SHOE

Largest Producers of Boots and Shoes in Canada

Office and Warehouse—  
9 Rue de Marseille,  
Paris, France

**MONTREAL**

# Sales Guessing Contest

How Near  
Were  
You ?

## THE WINNERS

The report of the committee of retailers shows that the following have been the prize winners:

- 1st. \$125.00, won by Mr. H. S. Leckie, of the firm J. Leckie Company, Limited, Vancouver, B. C. Guess \$4,732,217.00.
- 2nd. \$75.00, won by Mr. W. Carlyle of the firm Waterbury & Rising, Limited, St. John, N.B. Guess, \$4,732,534.13.
- 3rd. \$35.00, won by Miss Maisie Sibley of Smith's Shoe Store, Truro, N. S. Guess, \$4,732,099.53.
- 4th. \$20.00, won by Mr. H. Shifler of the Regent Shoe Store, Montreal, P. Q. Guess, \$4,732,069.69.
- 5th. \$15.00, won by Mr. Monroe Rovins of the firm of M. Mendelsohn, Montreal, P. Q. Guess, \$4,732,708.70.
- 6th. \$10.00, won by Miss Agnes Biegerzahn of the firm Archie McGillis Fort William Ont. Guess, \$4,732,834.06.

The total sales for the year ending August 31, 1919, were \$4,732,366.75, and special prizes of \$5.00 have been awarded to the following, whose guesses were within \$1,000 of the total sales:—

Miss A. Mendelsohn of the firm M. Mendelsohn, Montreal, P.Q.  
 Mr. J. Ernest Priest of the firm J. W. Priest, Pictou, N. S.  
 Miss A. I. McNeill of A. D. Ingraham Company, Limited, Sydney, N. S.  
 Mr. H. Panelhoff of the Regent Shoe Store, Montreal, Que.  
 Mr. Hugh J. Reilly of the firm of C. H. Reilly, Welland, Ont.  
 Mr. A. H. Hicks of the firm M. & J. Chisholm, West Toronto, Ont.

The following Montreal retailers were the judges: C. R. Lasalle, C. Acton, and Harry Gibbins.

We thank everyone for their interest in this contest. We would like to see you personally and thank you. When in Montreal come in and see us.

Watch for the contest next year.

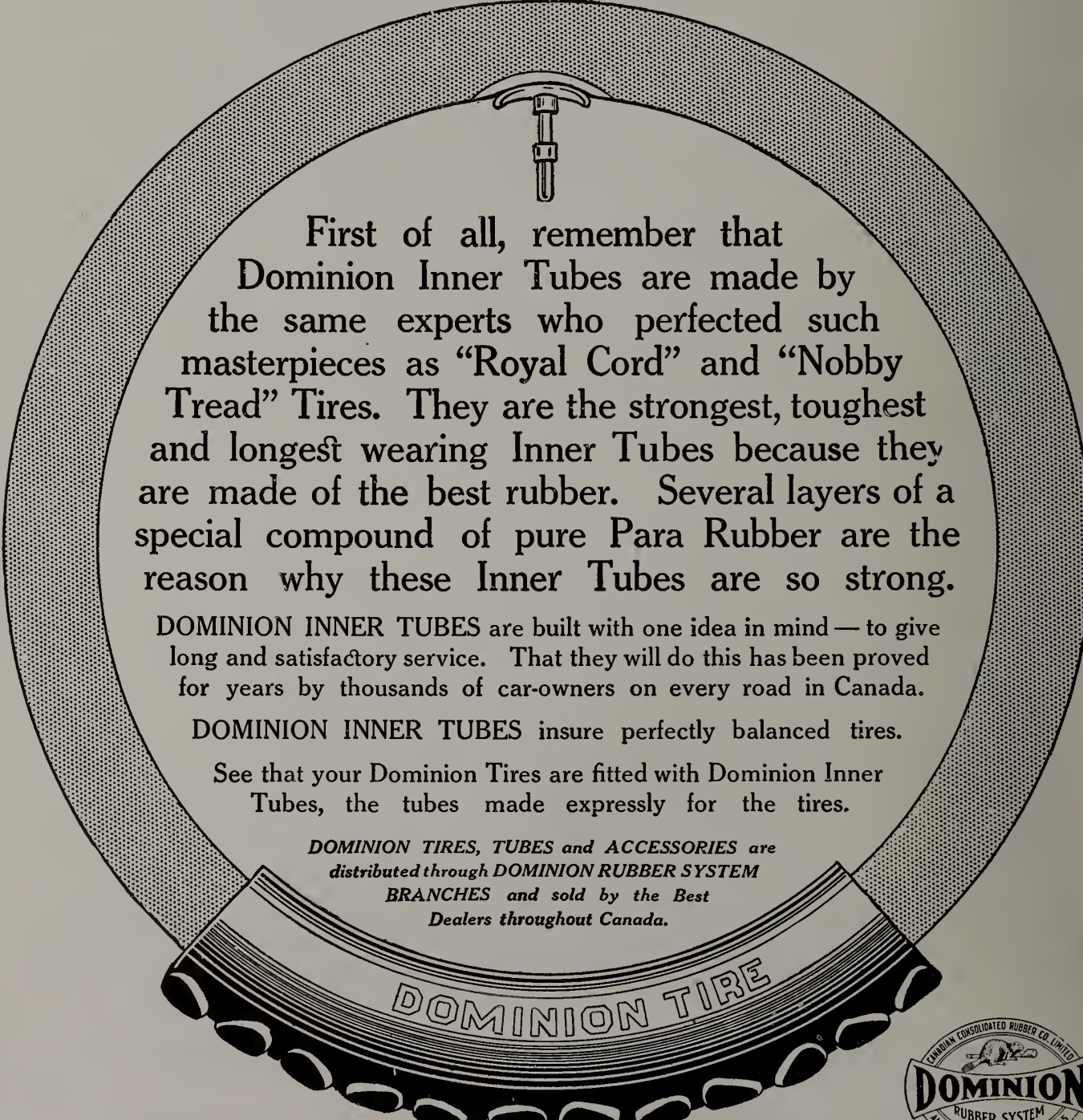
# MANUFACTURING CO.

Largest Exporters of Boots and Shoes in Canada

TORONTO

# DOMINION INNER TUBES

## For All Dominion Tires



First of all, remember that Dominion Inner Tubes are made by the same experts who perfected such masterpieces as "Royal Cord" and "Nobby Tread" Tires. They are the strongest, toughest and longest wearing Inner Tubes because they are made of the best rubber. Several layers of a special compound of pure Para Rubber are the reason why these Inner Tubes are so strong.

DOMINION INNER TUBES are built with one idea in mind — to give long and satisfactory service. That they will do this has been proved for years by thousands of car-owners on every road in Canada.

DOMINION INNER TUBES insure perfectly balanced tires.

See that your Dominion Tires are fitted with Dominion Inner Tubes, the tubes made expressly for the tires.

*DOMINION TIRES, TUBES and ACCESSORIES are distributed through DOMINION RUBBER SYSTEM BRANCHES and sold by the Best Dealers throughout Canada.*

DOMINION TIRE





# Footwear in Canada

A Journal of its Findings, Making and Sale.  
Published Monthly for the Good of  
the Trade by

**HUGH C. MACLEAN, LIMITED**

HUGH C. MacLEAN, Winnipeg, President.

THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO  
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade  
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers  
VANCOUVER - Tel. Seymour 2013 - Winch Building  
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building  
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.  
LONDON, ENG. - - - - - 16 Regent Street S.W.

Authorized by the Postmaster General for Canada, for transmission  
as second class matter.

Entered as second class matter July 18th, 1914, at the Postoffice at  
Buffalo, N. Y., under the Act of Congress of March 3, 1879.

## SUBSCRIPTION RATES

Canada and Great Britain, \$1.00. U. S. and Foreign, \$1.50.  
Single copies 15 cents

Vol. 9 September, 1919 9

### Charge Market Prices

A great deal of adverse criticism has been going around lately, in the daily press, regarding the practice of retail merchants marking their goods up to market price, even though they had purchased these goods at prices which would enable them to sell much lower at a fair profit. As a matter of fact we have spoken with several retailers right here in Toronto who have emphatically condemned the practice. So far as we have been able to see, there is nothing but sound business principles involved in the policy of fixing retail prices on present replacement values. Prices are continually rising and falling—eventually there may be a decline in the present high prices but just how soon or how suddenly no one is in a position to say. Consequently every retail merchant is entitled to some increased profit on the rising market to protect himself against the falling prices on the down market. That is only logical. Furthermore, if you have merchandise on your shelves that cost you \$4.00 a year ago but which would now cost you \$5.00 to replace, are you not justified in protecting yourself to that extent?

If a man owns a hundred feet of land purchased at a certain price he does not sell at a 50 per cent. advance when the market advance is 100 per cent., simply because 50 per cent. is a fair profit. He would be very

## An Attempt to Injure

With apparently no other reason than the hope of injuring on the one hand, and bringing about some pecuniary gain on the other, a contemporary has attempted, by misleading statements, to show that "Footwear in Canada" did not give sufficiently active support to the recent retailers' convention in Toronto. Facts speak for themselves, however, and here they are: In the May, June and July issues of "Footwear" (prior to the convention), between four and five pages of editorial space were given over to convention publicity and advertising; in August, our first issue following the convention, "Footwear" printed a ten-page report of the proceedings; during the preparatory period a "Footwear" representative attended every committee meeting but one (when a prior appointment interfered, as explained to the chairman at the time); one or more of our editors attended and took notes of every paper and every open discussion during the convention and also attended every function, willing and anxious at every turn to perform such service as lay in their power. So much for our contemporary's charge.

It is quite true we did not try to "run" the convention, as a committee was appointed for that purpose. It was a shoe retailers' convention and we believed then—and still do—that the Canadian shoe retailers are quite capable of running their own affairs. It was our endeavor—as it has always been in the past and will continue to be in the future—to give such assistance to shoe retailers as it is the natural and proper function of a trade paper to give under such circumstances—helpful suggestions and publicity.

Regarding our attitude on the form of constitution adopted, we can merely say that our policy in this respect, our ideas regarding the proper scheme of organization, were widely published long before this convention was mooted. We see no reason to revise our plan. Our experience and common sense, backed by the expressed approval of hundreds of our readers, give us assurance that we are right. The constitution adopted is, in our opinion, entirely unsuited to a Dominion-wide retail merchants' organization. If the association prospers it will be in spite of the constitution and entirely because of the personnel of the officers—but that does not say, at all, that success would not have been easier and greater under more favorable circumstances.

For the rest, it is surprising that the publisher of an old-established and supposedly reputable journal should be living so much in the past, should be so oblivious to the ideals governing modern industrialism as to stoop to endeavor to discredit a contemporary for mere personal gain. In such matters, however, we are pleased to leave them an undisputed monopoly of the field.

The foregoing refers to The Acton Publishing Company and the Shoe & Leather Journal.

foolish indeed if he did so. He risked his capital in an investment and can accept with an easy conscience all the profit it makes. Just so with the retail shoe dealer. He has invested his capital in a stock of shoes. If those shoes appreciate in value during a certain time he is entitled to the extra profit. Next year he may find himself loaded up with a heavy stock that is worth only 80 or 90 per cent. of what he paid for it. Here then is where his apparent excess profits are going to go to level out what would otherwise be a lean year. Every merchant recognizes the fact that he is entitled to larger profits on fancy lines in which there is always a certain element of risk on account of style changes. The same element of risk obtains in buying on a rising market and until the fact is established that prices have reached a definite level we believe the retailer is well advised who marks every shoe in stock on a replacement basis.

\* \* \*

#### **The Daily Press Again**

A number of shoe manufacturers and tanners with whom we have been in conversation recently have expressed themselves in a very forcible manner regarding the distorted way in which their opinions, given to reporters, have been printed in the various newspapers. Hon. E. J. Davis, speaking of newspaper men at the recent Toronto retailers' convention, hit the nail pretty much on the head when he said: "These young men don't understand; they haven't had business training. It takes a man with business training to properly put a situation of this kind before the country so that the people will understand it. At some of the investigations men who were there were looked upon as criminals and if the newspaper reporter can get some sentence and play it up in a great big headline, that is considered to be the great thing."

An example of this recently appeared in the London Advertiser which contained an item purporting to be the result of interviews with local shoemen. The heading, which was very conspicuous, read: "Price of Boots is Going up at Rate of \$2.00 each Week." There is nothing in the body of the item to suggest this alarming condition other than the statement that one local firm was supposed to have had two \$1.00 increases on a certain line in two weeks. The news editor of the "Advertiser" evidently did not know what he was printing or deliberately exaggerated his headline. Other examples of this harmful stupidity are too numerous to mention. The opinions of different manufacturers and leather men on the recent embargo particularly have given cause for indignation in the way they have been twisted around to suit sensational news editors.

Our suggestion to every member of the shoe industry, whether retailer, manufacturer or tanner, is to refuse to express an opinion, one way or the other, unless the newspaper will guarantee to submit a proof, including headlines, before printing. The newspaper

reporters are probably all good fellows but, as Mr. Davis says, they often do not understand what they are talking about. A single statement attracts their attention; facts which might be printed to justify a certain condition are ignored. That this fact is well recognized by men in more or less public positions is evidenced by the frequency of the expression that "when questioned on the matter, Mr. Blank had nothing to say."

During the past weeks the daily newspapers of Canada have been flooded with wild rumors of \$20 and \$30 shoes by Christmas. A Toronto leather goods manufacturer—a man one might reasonably have expected to be a trifle more discreet—told a reporter that shoes would reach the \$20 figure shortly and that "there was absolutely no justification for it." This statement has been seized upon and printed in the newspapers of almost every town and city in the Dominion to the detriment of the shoe industry in general. It would have been a simple matter for this leather man to have kept his ridiculous prophecy to himself—a prophecy more ridiculous now that the pendulum of the press has apparently swung the other way and items—less conspicuous of course—are appearing to the effect that there will be no alarming upward trend in the price of shoes as predicted.

They had exactly the same situation in the United States; a few scatter-brained shoe and leather men apparently started the rumor and the news spread over the country as fast as the wires could carry it. President Anthony H. Geuting, of the National Association of Shoe Retailers, has circulated a message throughout the United States to the effect that these rumors are absolutely false and that shoes for the people will cost no more than \$10 or \$12 this winter. It might well be one of the functions of the Canadian National Association of Shoe Retailers to take up just such matters as this, to the end that the actual truth of the situation be placed before the public.

#### **London Shoe and Leather Fair**

THE 20th International Shoe and Leather Fair will be held in Royal Agricultural Hall, London, October 6th to 11th, inclusive. This fair was established in 1894 and was a widely recognized institution each year until the war interrupted. The coming event will be "Peace Fair" and a record attendance is expected from all parts of the United Kingdom and from most of the European countries. A special invitation has been extended to Canadian exhibitors and visitors. The Fair is controlled by the Shoe and Leather Fair Society and managed for the Society by the Shoe and Leather Record, 40 Finsbury Square, London, E.C.2, to whom all communications should be addressed.

For the first four months of the fiscal year ending July 31, the grand total of trade for the Dominion was \$658,787,357.

# Too Little Time is Devoted to Good Salesmanship

About 5 per cent. of Persons Entering Retail Business Succeed—Some of the Fault Lies in Poor Service—Merchandise is of Little Value Unless Properly Sold—Merchants Should Train Their Sales People

THE two vital elements in modern retailing are "merchandise" and "service." A proper combination of both ensures almost certain success for any merchant—other conditions being equal. All of us, at one time or another—sometimes continually—have had experiences in stores lacking the latter quality. Discourteous and inattentive salespeople have been the means of turning many customers away from stores whose merchandise was all that could be desired. Now that the war is nicely over it is not too much to hope that the standard of store service will be very materially raised. Merchants excused themselves during the war with the cry that good salesmen could not be secured. The help problem is always a difficult one, but we feel now that matters could be greatly improved. Some suggestions along this line were recently given by an Illinois retailer before a convention of Illinois shoe retailers.

It is a fact, he said, proved by statistics, that only about five per cent. of the persons entering the retail business succeed. While many factors which we do not have time to discuss must enter into the failures of the remaining 95 per cent., yet we know that poor salesmanship is one of the most important of these contributing factors. Hence, we as retailers, should make an untiring effort to educate ourselves thoroughly along this line, and then proceed to train our sales forces, not leaving this to a department manager except in the case of stores too large to permit of this training.

"What is a real salesman? One definition of a salesman is one with the power to persuade others to purchase, at a profit, that which he has to sell. It involves the two points—first the sale, or change of ownership, and the profit, which must enter into the transaction else it is not a demonstration of real salesmanship. It is this profit that brings success to the business, and one who will repeatedly cut prices simply for the sake of making a sale is not a real salesman.

## Too Little Time is Devoted to Good Salesmanship

There is a vast difference between a real salesman and one who merely takes orders. Men will spend several years preparing themselves for the practice of law, medicine, and the other professions, but it is surprising how few think it is necessary to have any preparation to become a salesman. This accounts in large measure for the great number of order-takers we have in our stores today. Anyone can sell an article when the customer's mind is made up that he wants it, but real salesmanship is convincing him when he is not fully decided—or creating a desire for an article that the customer had not even thought of wanting. Salesmanship is a science though some people still refuse to look upon it as such.

A merchant was once questioned by a friend as to how many salesmen he employed. After thinking a

moment he replied that he had three salesmen. The friend was surprised, and remarked, 'Why, I thought you had many.' The merchant's reply was, 'I have many people engaged in the work of selling, but I have only three salesmen; the rest are simply order-takers.' If any of us are in this condition it is largely our own fault if we permit it to continue.

Making a correct selection is the first step toward success in training a salesman. The characteristics I would emphasize most in making this selection are: honesty, tact, politeness, persistence, and above all, a good character.

Some men—a few, I would say—are natural born salesmen; and happy is the merchant who employs such a man, if he is willing to cultivate this natural ability and not trust to it so implicitly that he fails to make improvement.



Display of the Breithaupt Leather Company at Kitchener Style Show. Displays by Edwards & Edwards, Citadel Leather Company, and Clarke & Clarke are also shown

On the other hand, we will find that the great majority of those whom we employ are not born salesmen. No doubt most of the merchants of this country have found this to be true during the unprecedented and trying experiences of the past year. But I will say that a man with the characteristics I mentioned above can be made into a real salesman by the correct use of the proper methods.

## Tact Makes a Satisfied Repeat Customer

Tact is an important factor in a sale, and consists mostly in being able to grasp a situation and turn the argument in one's own favor at the proper psychological moment. Tact does not mean falsehood. One sale might be made by being dishonest—but it destroys future success, and real salesmanship controls the future as well as the present. This is a fact that cannot be overestimated in training a new man. The real salesman can make such an impression on a cus-

tomers that he will become a regular patron of the store, as well as one of the best advertisements, for there is no advertising as good as that of the satisfied customer.

The importance of keeping a customer can be realized by taking several accounts at random from your ledger. Figure the profit they have yielded during the time they have bought goods from you, and you will readily see that every effort should be made to make each customer a regular patron of the store.

Impress upon your sales force the importance of



Display of the Citadel Leather Company, Limited, at Kitchener Style Show

learning the store's customers. Few of us realize the good impression it makes on the customer to have the salesman call him by his name. He immediately feels at home in your store and the simple, "What can I do for you, Mr. Blank?" is a good start toward a sale.

#### Patience and Knowledge of Merchandise Necessary

We all know by experience that there are customers who will strain a salesman's patience almost beyond endurance. We must warn a new man that he will have this to meet, and above all things he must not lose his temper, as this may result in the permanent loss of the customer.

Many salesmen fail to realize the necessity of knowing the goods they are selling. The time-honored fact "Knowledge Is Power" applies very forcibly here. A salesman who knows every merit and attractive feature of his merchandise stands a far better chance of making a convincing argument than the one who has only a superficial knowledge of his goods. Insist that your salesman actually know your merchandise.

Teach system in everything. A salesman who handles his transactions in a haphazard, slipshod manner can cause an endless amount of trouble, while if he starts right, it will soon become a habit for him to close each transaction correctly and at the proper time—not trusting to memory for details that should be part of the system.

#### Co-operative Payment Plan Is Beneficial

Make your force feel that they are partly responsible for the success of the business. One of the best and most effective methods I have found for this is a co-operative payment plan. By this I mean a com-

mission on the gross sales of the store. This makes them financially interested in every phase of the business. In addition to this a pm system, used with good judgment, is beneficial to both store and the salesmen.

#### Measure the Customers' Feet

One feature of shoe salesmanship that is being emphasized more now than ever before is proper fitting of shoes. We see many feet that are a condemnation of the old methods of fitting. Do not permit a clerk to ask a customer what size he wears. Teach him to measure the foot and then fit with the proper size. Much has been added recently in the way of proper fitting by the fact that many salesmen are acquiring a practical knowledge of the anatomy of the human foot.

I would say—watch for opportunities to give your clerks personal help and instruction. Induce them to study the art of salesmanship. Purchase some of the best trade publications and urge your sales force to read them.

In closing I would say, look for the good qualities in your salesmen, and don't be afraid to praise their efforts when they deserve it. Work in harmony. Be loyal to them and you will receive loyalty in return.

## To Protect the Good Will of Your Store Avoid the Misuse of Trade Terms

**E**VEN though the shoe trade be thoroughly conversant with the meaning of a trade term, it is unsafe to employ it unless it is equally well known to the public. That position has been taken by the National Vigilance Committee of the Associated Advertising Clubs of the World, and by local units of this association.

"Progressive stores in various sections, which know the value of good will, and which do all in their power to protect the good names of their establishments, readily assent to this policy," says a bulletin from the National Vigilance Committee, "as was demonstrated in Minneapolis a few days ago when the local committee protested against the use of the term 'Bench Made' as applied to a shoe that was made by machinery.

"The dealer at first said that he felt justified because the shoe was marked 'Bench Made' on the sole, but on further reflection, he admitted that he knew the merchandise was machine made, and he knew also, that the advertisement might lead many people to believe that it was a hand-made shoe.

"This dealer appreciated the necessity for protecting the good will of his store as a means for holding his trade in the future," says the bulletin, "and therefore agreed not to repeat the statement."

Later, the advertising association announces, the complaint was carried by the local committee to the manufacturer, with the suggestion that such marking of shoes was probably a violation of the Minnesota truth-in-advertising law (such a law, by the way, as is also in force in thirty-five other States, and that in all events, the factory would not want to be a party to paving the way for misleading statements on the part of its dealers, because of the unfavorable reaction which would be sure to come sooner or later. The management of the factory adopted this point of view, and will not in the future so stamp its shoes.

# The Question of Buying on a Rising Market

Fearing to Make a Move Brings Us Nowhere—A Successful Retailer Says Results are Proportionate to the Number of Chances We Take—Cover Well on Staples But Order Novelties Only For Early Delivery

**M**OST dealers are acquainted with the difficulties of buying stock on a rising market—stant fear of making a mistake. Generally imaginary difficulties some times—the con-speaking, however, it is far easier to buy on a rising market than on a down market. An interesting talk on this subject was recently given by a prominent Milwaukee retailer before a dealers' convention in that city. There are no two buyers, he said, who have the same mind and ideas in "picking styles." To my mind the problem is very much similar to a game of baseball. It reminds me a good deal of a man stealing second. If he's safe, according to the umpire's decision, he is a winner and receives the applause of the multitude. If he's out, he is a boob for taking a chance. The same condition exists with regard to picking styles. If we make it we sometimes make a little money; if we don't, we are out. And the "out" part generally effects the pocket book.

Buying shoes on a rising market, however, is lots easier than on a stationary, or declining market, if a little common sense is applied. I always figure to take chances, and by taking chances I win. Some chances must be taken. Results are generally proportionate to the effort expended, and also to the amount of chances we take. Business itself is a gamble. We stand to win or lose. The daring to do brings us somewhere. Fearing to do brings us nowhere.

## Cover on Staples

It behooves every retailer, I think, to cover well on all staple shoes, tans, blacks and whites, and this to the fullest extent of his money power. One is almost sure when playing with a rising market. However, I do not wish to convey the idea that it is good policy to buy beyond your means, or to plunge excessively on any style, but I do feel safe in stating, and this is warranted by my own experience, that staple lines and semi-staple lines, at the present time, are a good investment; in fact, are just as safe and sure as any stock offered on Wall street. But do not buy shoe stocks on margin. Contract for all the staple shoes you can pay for and this with discounts. Cover your needs for at least six months in advance. In many cases it will take that long for you to receive your goods.

By discounting the market at lower prices for staple shoes for at least six months, according to your purchasing power, a retailer can merchandise his stock at lower selling prices and in such a manner that he can sell two pairs where he formerly sold one, thereby gaining more customers, turning his stock oftener, and it is almost sure that he will not be "holding the bag" when the leather market breaks. An effort must be made to dispose of your merchandise more so now than ever before. It is proper that you should go to the extent of your ability in displaying your footwear, providing efficient sales service and using discriminating good judgment in the selection of the merchandise you expect to sell.

This is my version of the staple end of our busi-

ness. Now for a few words for the novelty, or millinery, style of shoes. My experience has been, whether on a rising or a declining market, to play safe always with regard to novelties. In fact, this is the end of the business where I apply my conservatism. The hunt for styles and novelties is the more vigorous one with most buyers and the greatest attention is paid in that direction because the stylish novelties generally appear periodically and spasmodically, depending largely upon changes of styles of women's clothes, with regard to shades and colors, lengths of skirts, etc.

## Secure Prompt Delivery of Novelties

I generally play safe by ordering my novelties not too far in advance, thereby assuring styles that are

Here is a much-liked Misses's and Young Women's Shoe—because of its college last and medium low military heel. Either black or brown.

**\$9.00**



## Smart Shoes for Service--

The average woman should wear a trim-fitting Shoe for service, whether she is employed long hours or has time to tramp the hills these early fall days.

She needs their comfortable support. Lack of thought in this often causes unnecessary foot troubles.

This store believes in selling women comfortably fitting service Shoes that have a smart appearance.

**Johnston  
& Murray**

The average retailer may take a few pointers from this example of good advertising by Johnston & Murray, of London, Ont. It is one of the kind that makes the reader look twice

new and readily salable on the market. I hesitate always to place orders for extreme novelties to be delivered five or six months from the date of ordering them because by that time they are generally out of style and hard to sell. I much prefer to pay the price demanded for quick delivery, taking my chance of getting a higher price from the public. I would sooner do that than order far in advance in an effort to cut down the cost of my shoes.

It is much better to have one or two big going novelty styles than to gamble on six or seven, and sometimes eight, and to obtain from this lot only one number that is a good seller. You lose your intended profit by so doing and no one can tell to a certainty what is going to be the "big smoke" during a season ahead. I know that the big losses have occurred and are occurring through this same reason.

Retailers to-day have every facility to acquaint themselves with what is going on in the way of styles. The trade papers are a very good source of information, and by following closely what they print and

taking a few chances now and then, using your own judgment and, guided by the demand of your trade, picking styles becomes, after all, not such a very difficult problem.

I do not consider present conditions at all alarming. Keep your head level. Do not plunge, be conservative with regard to novelties and you will find doing business on a rising market far easier and more profitable. By following this method your finances will be secure and safe, and when the break in prices comes, or a bear movement is pushed upon you, you will not have anything to worry about. In other words, be an adventurer—do not be afraid to take a chance. However, in taking the chance, always keep your pocketbook in mind so that you will be able to take advantage of discounts when offered. By all means cover yourself on staple goods for six months to come. I look forward to a very good season. Genius is nothing more than hard working and common sense applied, and a dash of courage added, spells success.

## A Bonus Plan for Increasing Sales Volume

**Cost About 2 per cent. To Get 30 per cent. More Business—Salesmen are Allotted a Basis According to Their Ability—Bonus of 3 per cent. Allowed on Sales Over a Pre-determined Amount**

**A**T a cost of slightly under two per cent. nearly thirty per cent. more business was developed by a large chain-store company in New Hampshire. The whole plan was recently explained by Mr. W. C. Roose, the manager, before a gathering of Texas shoe retailers. The thoroughness with which the plan was worked out no doubt had much to do with its success.

In 1917 our company began to compile charts and figures for instituting a co-operative basis selling plan in our retail shoe stores. In order to have a real foundation, we took the yearly business of each store as far back as we had records—an eight year period. We also took each salesman's average yearly sales for the same period, taking them by number and not by individual, as follows

Salesman No. 1 denoted the sales manager

Salesman No. 2 denoted the head salesman

Salesman No. 3 denoted the next salesman

and so on down the line for as many salesmen as the store employed.

By averaging the total sales each man sold per year for the eight year period, we found this percentage to be true in a three-man store:

No. 1 salesman sold yearly 25 per cent of the total sales.

No. 2 salesman sold yearly 37 per cent of the total sales.

No. 3 salesman sold yearly 33 per cent of the total sales.

Extra salesman (Saturday) sold yearly 6 per cent of the total sales.

### The Best Selling Periods of the Year

On looking over the sales from year to year, we found the first period—January, February, March—produces the lightest business, averaging 21 per cent; the third period—July, August, September—is next,

averaging 21 per cent; the second period—April, May, June—is next to the heaviest, averaging 27 per cent, and the fourth period—October, November, December—is the heaviest, averaging 31 per cent. These figures represent a period of eight years whose average yearly sales represent the above percentage.

Having obtained the average per cent which each salesman sold per year, and the per cent of business done in the quarter of each year, we compared the figures with the yearly sales of shoe salesmen all over the country.

From the Bureau of Research of the School of Business Administration Harvard University, we found their figures to be as follows:

In towns from 50,000 to 100,000 population, the shoe salesman sells from \$5,000 to \$10,000 a year.

In towns over 100,000 population, he sells \$16,500 and over, but \$16,500 is the average for the ordinary salesman.

From this data we began to allot each salesman his basis upon which to sell quarterly. The next question came as to what percentage could be paid the salesman is an important thing, perhaps more so than over and above his basis. We found that, provided no more help was put on, the present salesforce could be paid at the rate of 3 per cent on extra sales.

Figuring the proper intervals of payment to the salesman is an important thing, perhaps more so than one realizes at first. The proper intervals of bonus money payments have a great deal to do in keeping up the interest in the salesman's work. We decided to divide each year into quarters, of 13 weeks each, for the following reasons:

1. The season's sales can be averaged more accurately in 13 week periods.

2. It is just long enough to make the sales-

men do their best, and not long enough to have them go stale.

3. It is just the length of time the Audit Department can do its work properly, including this extra selling basis work.

4. It is just long enough to make the sales-paid each salesman is large enough to mean considerable to him.

Our present selling expense, as we figure it, is 8 1-2 per cent. We do not include wrapping paper,



Display of Charles A. Ahrens, Limited, at Kitchener Style Show

twine, p.m.'s, deliveries on account of carrying these items under separate headings.

#### Cost About 2 Per Cent to Get Nearly 30 Per Cent More Business

We started our bonus plan October 1st, 1917 (the last 13 weeks in the year) unknown to any of our managers or salespeople. We wanted to know that our figures were right before we sprung the plan on the boys as part of our system. We wished to make sure they would be able to earn extra money. We wished to know that we would be able to pay what we offered them.

Every one of our stores and the salesmen in them went "over the top" above their basis. Figuring our part of the percentage, we found it cost us slightly under 2 per cent to get nearly 30 per cent more business. We installed the system to begin January 1st, 1918. On December 20th, 1917, we mailed the letters with the instructions, and basis card of each salesman. The letter we sent out read as follows:

#### Getting the New Plan Before the Salesmen

"We have compiled some figures for our co-operative sales plan, and are enclosing cards (one to be kept by each salesman personally), one to be kept up-to-date by you, one for each salesman and any extra man you may have on. On the back of these cards you will find the general outline of the plan; attached are the balance of the rules governing the plan.

"We have divided the year into four periods of 13 weeks each; first period includes January, February, March; second period includes April, May, June; third

period includes July, August, September; fourth period includes October, November, December. For each period, each man will be given a separate selling basis, or the amount he must sell, before he can figure any commission coming to him.

"It will be very essential that you, as manager, accurately keep track of each man's weekly sales and enter them on the stub of the weekly salary voucher; that each man keeps a card record for himself; that all refunds be taken off the salesman's sales who originally made the sales; that every "walk out" be charged against the salesman who neglected to turn over the customer originally to the extent of taking five dollars (\$5.00) off his total sales for each offense. This does not hold good if customer has been turned over once, and the man to whom the 't. o.' was made lost the sale.

"You will receive each man's selling basis for the next period thirty days (30) in advance of the beginning of each selling period. The amounts for each period will vary according to the volume of business done in each period; for instance, in figuring up business for eight years we find the heaviest period of business is in October, November, December (the fourth period); the next heaviest period is April, May, June (the second period); the next heaviest period of business is July, August, September (the third period), and the lightest period of business is January, February, March (the first period).

"We also find that the No. 2 salesman sells the most merchandise, hence we have given him the biggest basis to make. No. 3 salesman is next, so he is the second highest amount to go; and as the manager has turn overs, complaints and his books to look after he has the smallest amount to sell.

"These figures were compiled over a period of years since January 1st, 1909. We also received information from six of the largest chain stores companies in the country. We believe the figures are right and are putting them up to you for your trial and approval.

"We want each and every one to benefit by receiving a commission check.



Display of Kaufman Rubber Company at Kitchener Style Show

"All agreements or salaries made and standing at the present time will not be affected by this plan. It

only allows you a means to make your drawing account larger.

"In order to share in this commission every salesman in the store must make his basis before any bonus will be paid. This eliminates any one from 'hogging' more than his share of sales."

#### Rules Governing the Co-Operative Plan

We formulated a set of rules to govern the operation of the plan. They are as follows:

1. The commission to be paid is 3 per cent of all sales over the given basis.
2. Commissions to be paid at the end of each thirteen week period.
3. Every salesman must reach his basis before a commission will be paid to anyone.
4. A dismissal, or resignation, before a period has expired forfeits all right to any commission other than regular salary and p. m.'s on findings sold.
5. Cash refunds to count against salesman who sold the merchandise.
6. All customers must be turned over, provided the first salesman is unable to make the sale. Credit for the sale is to go to the salesman making it. Neglect on the part of the salesman to turn a customer will be penalized by having five dollars (5.00) deducted from his total sales of that day. "We want no walk-outs!"
7. At the end of each thirteen week period every salesman must send his own signed card (enclosed in the store mail) to the head office.
8. All extra salesmen employed are to work on a commission of four per cent of their entire sales besides the regular P. M.'s on odd shoes and findings sold by him. Should extra Saturday men sell seventy (\$70) dollars for the day he would receive 4 per cent



The Regal Shoe Company, of Toronto, had one of the most attractive booths at the Kitchener Style Show

of this, or \$2.80. Should he sell an arch, \$2.50; a cushion, .25; a dollar's worth of hose; he would receive p.m. of .33 total, or the day have made \$3.13.

"The compensation of help can only be treated in a general way. All stores are not in the same class in this respect. Trade dictates the kind of service which you will be required to give; a low-priced store and a

high-grade store cannot always adopt the same method of payment. Compensation of clerks, however, can be divided into a few methods, which will practically cover all instances.

#### Methods of Compensation.

"The majority of clerks throughout the United States are probably paid a straight salary; others are paid a straight commission, a drawing salary and a



Display of King Brothers Company, of Whitby, at the Kitchener Style Show

commission, or a salary and p. m.'s. It always seemed to me that there really are only two divisions; those which receive a straight salary and those who receive some additional compensation to stimulate their activities.

"If one takes the percentage of gross receipts which he pays as a straight salary for sales people, he can easily reduce his selling cost if he changes from a straight salary basis to a straight commission basis. I doubt if anyone will dispute this fact. A high salary does not make a good salesman. It will not sell undesirable goods; it will not get the maximum amount of energy out of a salesman. No matter what a man's salary may be, if he is changed to a commission basis, or is given additional inducement in the way of salary, he can and will increase the amount of sales and increase it in the direction which you wish him to go. It is simply a matter of applying the percentage, the commission, or the p. m. as you see fit to have it applied. The extra salary will bring the desired results as far as additional sales are concerned.

#### Goods Must Be Worth the Asking Price.

"There are many, many objections which we all know to the payment of p. m.'s. or extra commission, but my personal experience has been that the good materially outweighs the objection. It is worth most any effort to know that your stock is worth 100 cents on the dollar. It must be remembered that shoes which are obviously wrong should not be offered for sale to the public. Shoes on which p. m., or extra commission, is placed must be worth the asking price just the same as the new stock just put on the shelf, and in determining this price all the disadvantages of the shoe should be considered.



## Rowland Hill Shoe Stores' Outing Picnic Committee. After Many Sleepless Nights, Arranged Extensive Program Consisting of Baseball and Eats.

**T**HE first annual picnic of the Rowland Hill Shoe Stores of London, Ont., was held on Wednesday afternoon, August 20th, at Springbank, four miles west of London on the Thames River. As Wednesday is the weekly half holiday with the London stores, the attendance was almost a complete one. The members of the staff with their wives and a few friends



Snapped at the Rowland-Hill picnic

made up the happy crowd of picnickers numbering forty three.

The big feature of the outing was the baseball game between the married and unmarried members of the staff. The game was a thriller from start to finish with the married men left far behind until near the close of the game. However, in the last innings the married men, with the valuable assistance of some of the lady friends, managed to make a brilliant finish by scoring four runs. The game closed with the score 9 to 8 with the single men the winners. Hector Boyce and Clarence Hill were the battery for the young men. Heccie's pitching was a big feature and with rare support in the field he had the game all his way from the first. Fred McGillivray heaved in his usual excellent form for the married men, though his support was a

little weak at times. Charlie (Fatty- Legg's home run revived the hopes of the married men in the last innings but the youngsters tightened up and saved themselves from a famous defeat.

The program committee, composed of a picked few of the men of the main store, after sleepless nights and weary days of deep thinking finally made up the program of two items "Baseball and Eats." This program was closely followed especially the "eats." When supper was announced none were missing, and the heaps of good things provided by the ladies made an attraction that will be remembered till next summer's picnic.

At the close of the meal cheers were given for "Rowland Hill," "The Office Staff," "The East End Branch and "The Ladies."

## Conditions on Boston Leather Market Period of Feverish Buying Seems To Have Passed --Manufacturers Lying Low, Waiting Developments—Government Agitation Has Sobering Effect

**T**HE conditions in the Boston Leather markets may be summed up by saying that the hysteria of feverish buying has ceased and business is quiet. This cessation has given tanner and dealer a little respite so that they have been able to stock up with raw material and finished leather to a moderate degree. Hides are still in limited supply. Most leather dealers are unwilling to accept orders of any great size and guarantee early delivery.

A slight recession in prices in some lines is noticeable, and there are those who believe the top of the market has been reached. Others differ, saying that a little stimulation after the holiday will show a still firmer market. It is a fact that the upward tendency has been temporarily checked.

The recent government agitation over the high cost of living, the letting up of foreign and domestic buying and the uneven exchange rates now existing has had a sobering effect on the local market, and with the gradual visible increase in the raw material supply glazed kid will ease off and more buying will soon take place as matters get more and more normal. The hysteria of buying, due to a fear of scarcity of raw material is over, and the fear of shortage is weakened and a reverse feeling of confidence is expressed.

The highest asking prices of the best raw goatskins has fallen off about 10 per cent., Patnas selling for 23.00 a dozen. South American skins have also fallen off 10 per cent.

The domestic trade in the side leather market seems to be waiting to see what the shoe salesman's reports are going to be and what leathers are to be most in demand. Also the manufacturers feel by holding off there will be a falling off in prices. The export demand is small now, owing primarily to the exchange rate being so unfavorable to the United States. The feeling is strong that a more equitable exchange rate will see a renewal of large foreign buying as it is concluded stocks are still low in Europe. A falling off is noted in the medium-priced hides of 10c to 15c. per lb., although No. 1 and 2 domestic packer and country hides have practically shown no recession. On snuff side leather the price asked has fallen off about 05c per foot to compensate for the falling off of

raw hides. Snuff side leather has sold the last week in August for 75c. per foot. Buying is small, on hand to mouth basis. There is no anticipation buying on the present market.

Fall grain side leather is selling on the better grades as low as 90c to \$1.00. Many dealers are asking as high as \$1.25 per foot. Country and packer hides, which are in the hands of the packers, have



Instructive display of Dominion Rubber System at Kitchener Style Show  
—Actual manufacture of rubbers was shown

shown little decline in price, and this is reflected in the unchanged prices of medium and extreme kip leather. It is figured that packer hides will not come down only in a long period of time, except by artificial adjustment or competition with foreign hides. Patent side leather is quoted all the way from \$1.10 to \$1.25. Colored chrome side leather is selling at \$1.00 a foot. Patent sides are going at \$1.25 and patent kip is asking \$1.40. The better grades of velvet sides are firm at \$1.45 to \$1.50.

Light cow sides are selling at 60c, and medium Western calfskins are 90c. Calf leather, colors and black, is quoted around \$1.40. White buck is selling at 90c., and colored buck is still quoted at \$1.25.

## The Montreal Leather Market

**Embargo Met With Vigorous Opposition--Slight  
Decrease in Price of Hides - Deliveries  
Uncertain Until Next Year**

WITH one exception the hide and leather situation in Montreal is unchanged. Following the order-in-council prohibiting the exportation of hides and leather the price of the former receded and more liberal stocks were on offer, including hides from Chicago. As one tanner put it: "Instead of having to go after the hide dealers, they are now, as formerly, coming to us." At the same time there is, it is thought, no use anticipating cheaper leather for a considerable time for even though hides should recede very materially in price the supply on hand and in process in the tanneries will meet the requirements for some months.

The leather embargo met with vigorous opposition

on the part of the hide dealers, tanners and shoe manufacturers. One Montreal tanner expressed the opinion that so far as leather is concerned the embargo is useless, as there is no difficulty getting permits for export.

Side leather is very firm, while kid and calf are scarce and high in price. Dealers from the United States who have recently visited Montreal could not promise deliveries in any quantities until the turn of the year, and predicted that the peak in prices has not yet been reached.

An expressed opinion of the abnormal rise in cost of leather is that retailers become alarmed at the sensational scarehead articles in the daily newspapers, and placed very heavy buying orders, and the manufacturers who accepted the orders had, of course, to cover themselves for the leather. These orders, coming on a market not over-supplied with raw material, resulted in sharp advances. Tanners, too, endeavored to secure the necessary hides to fill the orders for leather and hides, in turn, went up. Thus the whole matter resolved itself into a circle, the demands from each section of the hide, shoe and leather trades reacting on each other. But for what is termed the "panicky" feeling, there would not have been the phenomenal advances in leather and, consequently, in shoes. An appreciation was naturally in order, but not to the extent that has taken place. (This opinion coincides almost exactly with that expressed by Mr. Laird Simon, a kid manufacturer of Philadelphia, at the recent Toronto convention of shoe retailers.)

## Hide and Leather Men Send Deputation To Ottawa

IN connection with the order-in-council prohibiting the exportation of Canadian raw hides, skins and leather, except under license, a number of firms interested in the hide, shoe and leather trades met the Government recently at Ottawa. Prior to the conference separate meetings of the trades were held, followed by a joint meeting, at which a resolution was passed with one dissentient, asking the Government to rescind the embargo.

The ministers at the conference at which this resolution was presented included the Premier, Sir George Foster, Sir H. Drayton, and Mr. Doherty. Several speeches were made, Mr. F. S. Scott, M. P., and Mr. G. Slater speaking for the shoe manufacturers. One argument against the embargo was that it invited retaliation by the United States. Another that the public were in one sense responsible for the high price of shoes, in that they demanded the better class of goods, and were not inclined to purchase lower grades. Further, that the higher cost of freights and the super tax on tanning materials were contributing causes to the rise in prices.

Mr. J. Daoust supported the embargo, basing his opinion on grounds covered in his address at the National Shoe Retailers' Convention at Toronto. He was convinced that the embargo would result in lower prices of hides, and pointed to the drop which immediately followed the announcement as a justification of his views.

The Premier promised consideration of the opinions expressed.

# An Unfair Attack on the Shoe Industry

Report of U. S. Federal Trade Commission Characterized By Usual Lack of Consideration of Facts Leading Up to Present High Prices—  
President Geuting's Reply Through the Daily Press

**T**HE report recently brought in by the U. S. Federal Trade Commission alleging abnormal profits throughout the entire shoe industry, including the retail end, appears to be characterized by a lack of thoughtfulness and consideration of details not uncommon with government appointed boards. As was the case in Canada here recently when the Cost of Living Committee endeavored to probe the high cost of footwear, the United States commission seized upon a few examples of apparent excessive profits, entirely ignoring the fact that they constituted an almost insignificant percentage of the sales in the average shoe store and that, by reason of the increases in labor, rent and all overhead expenses, retailers were entitled to a higher profit than before the war.

The usual sensational press publicity was given to the report and this was copied largely by the Canadian daily papers. To somewhat minimize the effect of this unfair attack on the shoe industry, M. A. H. Geuting, president of the National Shoe Retailers' Association, issued a statement to the Associated Press, which, we learn, was also published widely throughout the country. Mr. Geuting's statement follows:

## President Geuting's Statement

"As president of the National Shoe Retailers' Association I feel in duty bound to refute the charges of profiteering on the part of the shoe retailers of the United States, with whose conditions I am thoroughly familiar.

## Most Unprofitable Branch

"The shoe retailers of the United States as a matter of fact have the most unprofitable branch of any of the various retail merchandising propositions in the country. The Harvard Bureau of Business Research, established about five or six years ago, was induced to investigate the retail shoe business as its first experiment, due to the fact that it was in the worst condition. At that time the net profit of retailers of shoes in the state of Pennsylvania averaged but 1½ per cent. At that time the profit conditions were so low everywhere that bankers and financiers found no interest in the retail shoe business. Since then we have been educating the shoe retailer and we have improved conditions a little, so that I think it is fair to say that the shoe retailer, from coast to coast, are not today averaging more than 6 per cent net profit on the turnover of their business.

## Overhead Expense and Public

"It must be remembered that the shoe retailer caters to the public, that he is endeavoring to give such service as the public demands and in doing this he is entailing an overhead expense, which holds true with all merchandising. Naturally any overhead charge must be borne by the consumer. I repeat that **above this overhead the average shoe retailer is only making his legitimate 6 per cent. net profit.** For this per cent. return the shoe retailer invests his money in shoes,

carries them in stock for the public, carrying the shoes upon his shelves until the public feels like buying them. Further than this the retailer stands back of his commodity—he stands behind their service, often exchanges them, returns the money, calls for them, repairs them, and in return for this varying and very considerable service receives indeed a very small compensation.

## No Millionaire Shoe Retailers

"As a matter of fact who ever heard of a large fortune being made in the retail shoe business? We number no Carnegies, Rockfellers, Schwabs, DuPonts, etc. The shoe retailer is usually very closely connect-



Our photograph does not do justice to the display of the Lang Tanning Company at the Kitchener Style Show. It was one of the finest

ed with the family life of the country and has the interests of the families with whom he deals very much at heart. He is not at all pleased with advancing prices. **The retailer is in sympathy with the public and if it were possible for him to lower today's prices, or to give such information to the Government as would help the situation, he would gladly do it.** Moreover, the shoe retailer is not selling shoes on the basis of the latest market quotations. He is usually selling shoes on the basis of what he paid for them—something unusual in every other business that I know of. Most merchants are prompt and consider themselves entirely within their legitimate rights, in fact, feel they are smart, to place their profit on the basis of the latest quotations. The shoe retailer has never done this, as a general rule being too considerate of his patronage to adopt such a policy.

"The charge of profiteering to the shoe retailers of

the United States is so absurd, unfair, and in fact disgusting, that one is almost tempted to illustrate what the price of shoes really would be were dealers to mark their merchandise upon a replacement basis, such as is being generally done in other lines.

"That the public may better understand something of the elements entering into the present cost of footwear let me quote a few figures:

"In 1910 heavy native steer hides sold at from 11c. to 15c. a pound—today quotations are 50c. to 53c. Calfskins sold at 15c. to 16c. and are today quoted at \$1.00. Goatskins that sold for 40c. to 50c. are today bringing \$2.50. If these advances in raw materials are not justified, then it would seem, outside of the very considerably increased labor costs that we are compelled to pay today in the manufacture of shoes, we have found the reasons for high shoe prices recently quoted. We would be very glad, as retailers, should it be established that any bad practice does exist to help the Government stamp it out.

#### Buy Reasonable; Sell Reasonable

"Dealing in tangible merchandise we buy and sell, asking only a legitimate profit above expense of doing business. This is all that a retailer in any line is entitled to and I say again, this is all that a shoe retailer has ever had or is getting today. Give us reasonable prices on raw materials, reasonable labor conditions, ample shipping to ease the supply of raw materials which we must have from abroad and we feel confident that shoe manufacturers will co-operate with the shoe retailers to give reasonable prices to the public.

"Is it not absurd to select one line of merchandise, as has been done with shoes, and hold it up as a horrible example? Especially is it absurd when the fact

have appeared in the newspapers. Every householder knows that the advances, as above stated, are much below the advances he has paid on innumerable articles that effect the family life of our nation. For example, Report No. 9 of the National Industrial Conference Board shows that since 1914 woolen goods have advanced from 92 per cent. to 116 per cent. Cotton goods are shown to have advanced from 65 per cent. to 238



Ames-Holden-McCready's attractive exhibit at the Kitchener Style Show



Display of Perfection Counter Limited, at Kitchener Style Show

is considered that shoes are being retailed throughout the United States today at levels which are only 50 per cent. to 75 per cent. advanced above the levels of five years ago.

#### Bulk of Shoes Will be Retailed From \$8 to \$12 a Pair

"The bulk of the shoes which will be sold this fall will be priced at from \$8.00 to \$12.00 a pair. Surely this does not bear out the exaggerated statements which

per cent. Any number of other similar examples might be quoted from the same report.

"High prices for hides, high transportation costs and unprecedented high labor levels cannot help but spell high prices in which the retailer does not figure either way, except as it creates more difficult conditions for him to meet in doing business..

"A. H. GUETING, President,  
"National Shoe Retailers' Association."

#### Regal Shoe Co. Mis-quoted

A REPORTER from the Toronto "Telegram" recently called on Mr. C. S. Corson, manager of the Regal Shoe Company, to learn his views on the price of shoes. In accordance with the custom of the majority of daily newspapers, Mr. Corson was misquoted, and, for the benefit of any of our readers who may have seen the editorial, we are glad to print the following letter from him:

"In regard to the editorial in the "Evening Telegram" of August 13th, the statement published by the Telegram was not as given by the writer. I stated, on enquiry from the "Telegram" as to what effect the embargo on hides would have on the prices of shoes, that the price of leather was regulated by supply and demand, and that it would be some time before the accumulation of hides would be great enough in Canada to greatly reduce the finished hide. I also stated that the price of calf skins had increased 100 per cent. since last April, and that the big advance in the price of shoes would be next spring unless the market took a drop in the price of raw skins. I also stated that the price of shoes was up to the retailer, as we do not fix the retail price."

# A Clean Stock Quickens the Turnover

By Mr. H. Nearing\*

**T**URN overs should be of as much importance to the small dealer as to the large, as vital to the merchant dealing in shoes exclusively as to the department store. However, it is a fact that less significance is attached to this part of merchandizing by the exclusive shoe dealer than by department stores, due usually to the intensive merchandizing policies of the latter. The merchandizing managers of successful houses have a thorough and practical knowledge of the many different phases essential to volume and profits. And stock turn overs rank high in the "Gallery of Essentials." Every shoe buyer should be a merchandise man.

Profits are made by turn overs and not left overs. The following principles may be incorporated in merchandizing shoes, and close application to them will result in effecting a reasonable stock turn over, at the same time keeping stock clean, making all the shoes on the shelf worth nearly 100 cents on the dollar, and affording a profitable return on the investment.

First, when purchasing for the future we aim to make the minimum amount of mistakes in styles, quantities, size range, etc. However, after having received the merchandise we sometimes find we have made some quite serious mistakes; that is, we find we have made mistakes if we look for them and admit them to ourselves. The longer we deceive ourselves the more costly it is to remedy these errors.

## When Style Guess is Not Just Right

For example, we received today a line of boots. We have realized for the last few days before its receipt that this particular lot of shoes is not going to move rapidly because our guess as to style wasn't just right.

On looking them over carefully we find they are made of good materials, the construction is o. k., but the style is not as good as we thought it would be. Being early in the season we feel they won't be so hard to sell, but after a few days we find they do not sell readily at the price marked. It is policy to reduce this shoe to a price that will sell it, as it is worth what the people will pay regardless of its cost. Surely a better price can be realized on this merchandizing soon after its receipt than if held for two or three months. If a small profit can be realized all the better, but if it is necessary to sell below cost, do so quickly, reinvest this money at once in merchandise that is wanted and will sell readily. The entire stock should be kept free from dead ones all the time. Weed out slow sellers and short lines as they tie up too much money that could be turned over and over.

Do not wait until January, February or July and August to clean your stock, keep on top of it every day. Sell short lines and odds and ends every week or every month. When the so-called cleaning months put in their appearance, be in position to offer new seasonable merchandise bought to sell during these months. Let your competitor do his house cleaning twice a year. Do yours every day, and you will be in a position to offer the public new merchandise at all times, thereby turning your stock oftener and making more money. All merchandise will bring a good price

and sell quickly if you have the wanted kind at the wanted time.

## Average Turn Over on Monthly Stock

The number of turn overs should be as many as can be made on a stock that is reasonably complete every day in the year. It is wrong to aim at a low stock at inventory period, as inventory is a form of accounting twice a year to ascertain if volume of business, profits, stock in hand, etc., are correct compared with book values. The stock on hand the day after inventory should be as complete as the season warrants, but with seasonable merchandise only. The day or days following inventory should not show small receipts because of depleted stocks. Turn overs should be averaged on monthly stocks, and not based on a certain period. Because we have our stocks down to a low figure on June 30th does not signify that we have made the num-



Booth of the Canadian Consolidated Felt Company at the Kitchener Style Show

ber of turn overs that the stock statement of that date would show. The actual turn over must be based on the average investment for the period.

The one great "lead" to volume of business, stock turn over and profits is "Clean Stocks." Slow selling merchandise, short broken lines, in fact, any merchandise that is not alive and active, curbs ambition, kills confidence and curtails buying power. Better profits are derived from smaller mark up and large volume than from long profits and smaller volume.

Example—Two individuals have a dollar each, and invest in light merchandise on the same day. No. 1 marked his merchandise \$2.00, and at the end of the sixth day sold it for that amount. He made a big percentage of profit, doubling his money. No. 2 marked his merchandise \$1.50, and sold it the same day; purchased another ready seller and sold it the same day; purchased another ready seller for six consecutive days, selling each article the same day purchased for \$1.50. His percentage of profit was much smaller, but he made three times as much money in six days as his competitor, and had clean, active stock each day. He had a good stock turn over.

\*An address delivered at the recent Convention of New York shoe retailers.



Employees of the Regal Shoe Company, Toronto, their wives and families, gathered at

## Ye Regal Shoe Company Employees' Picnic

**T**HE annual picnic of the employees and executive of the Regal Shoe Company, Limited, was held at Wabasso Park, near Burlington, on Saturday, August 16, with an attendance of about 350 including employees, their wives and families. The steamers "Corona"

of the Frisky Ford what gift could be more acceptable than the aforesaid demijohn of lubricant? Then again, in the Drawing Competition for Regal employees, the prize was a pair of Dunlop traction tread tires complete. Buying a new pair of shoes for the car these days involves a great deal more frenzied financing than buying a pair of shoes for the baby and the picnic committee are to be commended on the utility of their selection. (Next year about picnic time we must remember to suggest that similar presentations be made to the trade journal representatives.)

However, the judges in the athletic events were Messrs. C. S. Corson, F. M. Farren and W. C. Elliott; the scorers were Messrs. W. Matson and Ernie Pretty; Messrs. S. Mackem and Joseph King were the handicappers; Wm. Chapman, clerk of the course; Ed. Lynch, starter and W. F. Mantle, announcer. The married men's race was won by S. Macklem; the single ladies' race by Miss Elliott; married ladies', Mrs. Wilson; fat men's, Ed. Lynch. (Mr. Corson second); relay race, Messrs. Macklem, Mantle and Wilson; needle race, Mrs. Rice; Regal employees' race, Jack Curtiss; drawing competition, Mrs. Stanfield.

An orchestra of five pieces was in attendance and after the games there was dancing in the pavilion until seven o'clock. The weather was very threatening but fortunately the rain held off until the sports were nicely over. After that, however, the heavens opened and the rain descended, as Manager Corson, who came home by automobile, can testify. The crowd had a merry time in the pavilion, however, until the hour for returning to Toronto.

The general feeling is that this was the best picnic ever held in the history of the company and these events are very valuable in promoting the principle of good fellowship, so vitally important in the present day, among every employee and between the workers and heads of the firm. Mr. Clayton S. Corson, manager of the Regal Shoe Company, is high in the esteem of every employee. His unflinching virtues are friendliness and courtesy which even the strenuous difficulties that have fallen to the lot of the shoe manufacturer during the recent past have failed to shake.

The different picnic committees worked faithfully to ensure the event being the success it was. The



Mr. Clayton S. Corson, manager of the Regal Shoe Company, Toronto

and "Modjeska" left the Yonge Street wharf, Toronto, at 8.15 a.m. and at 2.15 respectively and the trip up through Lake Ontario was very much enjoyed. The Regal Company provided tea, hot water, milk, dishes and ice cream free and after the noon-day repast there was a splendid program of games comprising 21 events for prizes that were unusually practical and useful. For instance, in the married men's handicap the first prize was 50 feet of garden hose. Where lives the benedict who would not appreciate such a trophy? In the Regal employees' race the first prize was five gallons of motor oil. The Regal men are prosperous—there must be a large percentage of them own flivvers and to the owner



for the annual Regal picnic. Manager Corson is third from the right in the group.

general committee was composed of George Garratt, chairman; Walter Mantle, secretary; Warren Elliott, treasurer; John Burkhart, Wm. White, S. Macklem, Joseph King, Mrs. Richards, Miss Arnold, Wm. Chapman, and Colin Shackleton. The committee on refreshments comprised Mrs. Richards, Miss Arnold, Mrs.

Moore and W. C. Elliott. The transportation committee included W. C. Elliott, W. Matson, Joseph King and Wm. Chapman, while the committee on games was made up of Colin Shackleton, Wm. White, W. F. Mantle, S. Macklem, J. Burkhart, A. Griffin and Joseph King.

## Shoe Displays That Attract and Make Sales

Most Windows are Too "Heavy"—Difference in Displaying Shoes for Men and Women—Appoint a Special Display Man and Then Leave Him Alone—Discord in a Window Spells Disaster

By Mr. V. L. Carson\*

**I** BELIEVE you will agree with me that shoe displays generally are sadly neglected—particularly the important element that appeals to the taste or reason, thereby inducing sales.

The reason for this is plain. Many specialty shoe houses have no regular display man. Talk with the men in charge, and you will discover that the one thing they dislike most is to dress windows. Being so disposed, any attempt they make is half-hearted and, therefore, doomed to disappointment and probable failure.

### Avoid Heavy Displays

As a rule, shoe displays are entirely too heavy. Go, if you will, to any city, and you will find shoe displays built from the bottom to the top of the windows; and, to make a bad matter worse, the same arrangement is continued week after week—sometimes month after month. Of course, the shoes are removed and cleaned, but no change is made sufficient to command attention.

Yet favorable attention is the thing a successful display must win. Command such attention, and your battle is half won. When I began service with my present employers, four and one-half years ago, they were using heavy displays, and doing an annual business amounting to \$250,000. I substituted light displays and our annual turnover is now \$750,000, or a half million dollars more than the total when I began. I feel that lighter windows and specialty windows have had something to do in achieving this percentage of gain.

### Men Like Classy Windows

Now then, to business. I will first consider men's shoes. My principals in the various places where I

have served as display manager during the last fifteen years not infrequently have said to me: "Now, Carson, we don't want any flowers or fancy work in our men's windows, make it a plain window and put in plenty of shoes, for that is what the people like to see."

I hold just the opposite view. Men do like to see flowers in show windows, and they like to see such windows classy and well trimmed. True, they may yell that you have produced a pleasing effect, but the trimmings will please them just the same.

In this display I shall use nothing but tan shoes—that is, tan shoes and a couple of men's canes. Specialty shoe houses do not sell men's canes, of course, but is that any reason why I should sacrifice their use if they help? Observe also the effect of the velours; they harmonize with the merchandise. After this display has been shown two or three days, replace it with shoes that are all black, or, when preferred, both black and tan. In my opinion, all these shoes should have English toes; let these be followed by shoes with a bit broader toe—the sort of toe preferred by the average business man. Do this and nine times in ten such men will feelingly say, "Why, I didn't know that I could get shoes like that."

Why does he make that remark? Isn't it because we placed all the shoes we have in the window? He had not selected such shoes, remember, and no salesman had suggested them. Hence, you clearly see that the sales-drawing power of such specialty displays is much greater than would be the case if you were to place all your shoes on display all the time.

Let me occupy a few moments by telling you something of the "lasting" and "forming" of a shoe. You display men who are with large clothing, department,

\*At Convention of Display Men in Chicago.

and similar stores are troubled but little, if at all, with the "forming" and "lasting" of shoes; whereas, a display man in a specialty store receives a last with the stock number of what he is to display. Hence, it is up to him to get out the shoes, take them to his display room and last them. Inasmuch as it requires from thirty to fifty minutes to "last" and "form" a high shoe, he has no easy task. If he has been using a wooden form he will have the tops to care for. If he happens to use an electric iron, he will find that the linings of his shoes must be wet thoroughly and cold starch applied. After that, he slips in a shoe tree, especially made for ironing, laces up the shoe and places it on the iron. This requires quite a while, and after all the wrinkles have been ironed out, the shoe is removed and placed on a table to dry. The longer it remains on the last, the longer it will hold its shape.

#### Difference in Displaying Shoes for Women and for Men

I have found that there is a great deal of difference or in any event, there should be a great deal of difference between displays of shoes for men and displays of shoes for women.

Women buy more shoes—there is no question of that. They appreciate attractive windows, and price is a second consideration.

My reason for not using price tickets is that shoes are so high that if I were to price them the figures might scare people away. I have tried both ways and have found that displays omitting prices pay best.

Two weeks ago I announced a White Week. Every shoe in the window, or rather two windows, possessing

I place shoes in pairs. I believe a pair shows to better advantage than a single shoe. Whenever I see a single shoe displayed I always think "where is the other one," and this distracting thought works against the success of the display. When placing women's shoes in a window there are a few points I think well



The display of the Lady Belle Shoe Company attracted favorable attention at the Kitchener Style Show



The felt box toes of Parker Irwin Limited were well exhibited at the Kitchener Style Show

to follow. Women like to see the heel of a shoe, the inside of an arch, and today they are especially interested in the vamp line.

I change my windows, particularly those showing women's footwear, every two or three days, giving something new each time. In this way all the shoes there are to be seen, not all at a time, but in the manner they should be shown. Such displays will sell a woman today and tomorrow she may return and, seeing walking shoes displayed, buy a pair. True, she could have made this purchase the day before, but at that time she had not made up her mind she wanted them—the solid display is what sells her. Week in and week out, you will find that such displays will pull.

Any merchant who is live enough to stage display will add quickly to the coin in his cash register.

#### When the Boss Interferes

Perhaps many of you have had interesting experiences along this line. Have you ever had a display about completed and as you were about to crawl out of the window your "boss" breezes in with, "Wait a minute. Here is twelve pairs of children's shoes that must go in that display." Perhaps you answered: "Well, Mr. Jones, they are not going to look right in there," only to hear him come back with: "Oh, that's all bosh! They will look all right. They'll have to go in anyway." Now what do you do in a case like that? The display does not look right, and for a good and sufficient reason—it is not right. It's about as bad as when a trombone player plays a couple of notes after the other members of the orchestra have stopped. If there is discord in your show window, people will pass you up.

I know of nothing worn by children that they like

color was withdrawn. All that was to be seen by passersby was a striking display in white.

Did it pay? It did, and paid big. Moreover, we sold other shoes also, a fact which demonstrates that such a display will persuade people to call for black, tan, gray, or whatever color they may wish, regardless of whether or not those particular colors are shown.



so well as a pair of neat shoes. Speak to a child who chances to have on new shoes; doesn't he stick out a foot and exclaim, "See my new shoes!"

I use dolls in many of these displays, because dolls rank high in attention-getting value to children. If hearsay is to be credited, dolls are popular with grown-ups also. If you think it will not pay to make a display of this kind, stage one, then go to the children's department where you can overhear the comments made by mothers who have their children in for shoes. You will hear a number like this: Mrs. Jones to Mrs. Smith: "Alice saw these in the show window, and just had to have a pair."

Last fall I put on an exclusive opening for children. It was my first attempt of the kind, yet it proved so successful that I am resolved to repeat it each forthcoming spring and fall. In that display every window contained an exclusive showing of children's footwear.

Special backgrounds have proved a great aid for my displays. In fact, I would like to have more money to invest in this way.

#### Advertising and Display Must Co-ordinate

A display must be reinforced with good advertisements. I am a firm believer in specialty shoe windows for specialty shoe stores, and have proved that such windows do attract and do sell merchandise.

In conclusion, let me say that there is but one receipt for the display man who is ambitious to make better shoe displays, and that receipt consists of just seven words. They are: Fall in love with shoes, then work."



Canadian Polishes, Limited, formerly Domestic Specialty Company, at Kitchener Style Show

#### Mr. Griffith B. Clarke Weds

A WEDDING of interest to many Toronto people took place at St. Mark's Rectory, Niagara-on-the-Lake, recently, when Miss Kathleen Smith, only daughter of Mr. and Mrs. J. Norman Smith, of Montreal, was united in marriage to Mr. Griffith B. Clarke, son of Mrs. A. Russell Clarke, Roxborough street east, and president of A. R. Clarke & Company, Toronto. The young couple left by motor launch for Niagara, the bride wearing her travelling suit. Mr. and Mrs. Clarke later left for a motor trip through the United States.

## Mr. Harry Gibbins Opens Attractive Montreal Store—Is Well Known to Canadian Trade

MR. Harry Gibbins, who has just opened a store at 510 St. Catherine Street West, Montreal, has been connected with the shoe trade all his life. He was formerly buyer for A. E. Rea, Ltd., Montreal, and when that departmental store was taken over by Goodwin's Ltd., he continued with the latter for eighteen months. Mr. Gibbins then represented Getty and Scott in the West, removing his home to Galt, Ont. Subsequently he returned to Montreal to take over the management of the shoe department of the John Murphy Co., the business expanding largely under his management. He recently left there to embark in business on his own account.

The premises, now known as Gibbins' Shoe Store, were formerly occupied by the Merit Shoe Shop, Ltd. They are situated in a very good position, being near the point where Windsor St. joins St. Catherine St. West, and in the centre of Montreal's shopping thoroughfare.

The store has been considerably altered and improved, the main alterations being to the windows. The floors of these are in mahogany, the rear portions being enamelled in old ivory, with a leaded glass partition above. The lighting is overhead, the electric lamps being in inverted bowls, with silver linings. The main windows are surmounted by three other windows, in the centre of which are the words "Gibbins' Shoes" in a design of gold, black and grey.

The store itself is 85 x 23 feet and is carpeted throughout. The shelves are on either side and at the rear, where a door leads to a small stock room and to a stairway giving access to a wide gallery containing Mr. Gibbins' office. A second stock room is situated at the back.

All the fixtures are in mahogany finish. Men's, boys' and youths' goods are on one side and women's, misses' and children's on the other. The goods are arranged according to styles and prices, and are conveniently grouped, with lace shoes in one section, buttons in another, and so on. All the shoes are in special cartons, with the name "Gibbins" printed in large type. The stock is entirely new, Mr. Gibbins having cleared out all the old goods.

The fitting settees are arranged six on each side, and at the side near the end of the store is a shoe shining stand with two chairs. The cash desk is also at the rear of the store. There are four large full length mirrors between the shelves. The show cases are four in number; they have glass sides and fronts, and marble bases, the woodwork being mahogany. Two of these are just inside the door and the other two in front of the cash desk. Besides these, there are two built-in show cases at the sides, forming part of the shelving.

The interior lighting is by suspended lights in bowls, and by three 6 ft. standard bowl lamps down the centre of the store.

Mr. Harold Gibbins, son of the proprietor, is associated with his father in business.

The adverse trade balance against Canada in her trade with the United States for the first half of the year 1919 was \$134,168,608 as compared with \$185,513,350 for the same period last year.

## Attendance at Toronto Exhibition Broke All Previous Records—Splendid Leather Exhibits

THE Canadian National Exhibition, an annual event in Toronto for the past forty years, seems to have this year exceeded in magnitude and splendor anything that has gone before. Enthusiasm was high at the very start in view of the fact that the visiting Prince of Wales officiated at the opening ceremonies, and was also in attendance on the two succeeding days. The various displays indicated the many great advances in modern industry, and the exhibitions of war paintings, drawings and trophies gave one some idea of Canada's part in the great war.

The leather and allied trades were in good attend-



The Breithaupt Leather Company, of Kitchener, were in their old stand in the Manufacturers' Building

ance as in former years. In Machinery Hall the United Shoe Machinery Company displayed a 22-foot outfit, which is considered to be the last word in shoe repairing equipment. In contrast to this was their regular 6-foot finishing outfit, equipped with edge finisher and skate sharpener, bringing the size up to 8½ feet. A varied range of accessories was also shown. The U. S. M. Company state that so great is the demand for shoe repairing machinery that they are three months behind with their orders. The exhibit was in charge of Messrs. Naylor, Coates and Irwin.

Steering a southerly course through the Process Building the first booth of interest to shoemen was that of Tilley's Polishes, in charge of Mr. H. Turner. The company makes a polish and cleaner for every kind of leather, and it is safe to assume that considerable educational work is accomplished by a display of this kind, as many people are not aware that certain polishes must be used on certain leathers in order to preserve their appearance and wearing qualities. Children were attracted to the booth by the toy balloons that were being distributed. Messrs. Pepper and Creech were in attendance, in addition to Mr. Turner.

The Nugget Polish Company were at their old stand in the same building, in charge of Messrs. Hart, Bollard and Howard. The Nugget company have

confined themselves to making one polish and making it good. The colors are black, tan, brown and toney red, and polishing outfits were also displayed. Novelty items were provided for the children.

The Goodyear Tire and Rubber Company had an interesting exhibit of Neolin soles and Wingfoot rubber heels. In accordance with their custom at former exhibits, the company displayed a number of shoes, showing that Neolin is practical for all purposes. Mr. W. F. Musgrave was in charge of the exhibit.

The display of the Dominion Rubber System was very elaborate and extensive. Two young ladies demonstrated the process of making rubbers and their skill drew a continual crowd of interested spectators. An interesting little booklet—"Shoe Facts"—was distributed, which contained a quantity of useful information such as "How Dominion Rubber System Footwear is made"; "How to Care for Rubber Footwear"; "Queer Superstitions regarding Footwear"; "Rubber Footwear Styles"; "Postal Information"; "Telling the Age of a Horse"; "Pointers on Cattle Feeding"; "First Aid Suggestions in Case of Accident"; "Facts About Canada and the War"; "Population of Canadian Cities," and so on.

The Dunlop Tire and Rubber Company, in addition to many other lines of mechanical goods and automobile tires, had a display of Acme soles and



The merits of Acme Soling and Dunlop Rubber Heels were explained at this well decorated booth

Dunlop rubber heels. "Acme" is becoming very favorably known and spoken of in the trade. It is supplied in thicknesses 3/16 in., ½ in., and 5/16 in. in colors black, white and tan.

Gutta Percha and Rubber Limited occupied their accustomed position in the Process Building and their exhibit was, as usual, well arranged and interesting. In addition to many lines of rubbers, rubber boots,

tires and other products, the company displayed "Tenax" fibre soles and rubber heels.

Under the grandstand the Canadian Arrowsmith Company, with Mr. R. J. Orr in charge, carried on the good work of educating visitors in matters pertaining to foot comfort. A new appliance shown by this company is the "Universale" arch adjuster, made in a great variety of sizes and styles to suit any condition of fallen arch. The outstanding feature of this

heavy logging boots used in the woods. It will be remembered that last year the Breithaupt exhibit included several types of army shoes equipped with soles of their manufacture. These shoes came in for a great deal of praise from the Canadian boys overseas. Visitors to the booth this year certainly came away with the feeling that the Breithaupt Company are fully entitled to their claim—"Makers of the Standard of Canadian Sole Leather."

The display of A. R. Clarke & Company, of Toronto, was varied from beautifully finished patent leather to heavy work mitts and, consequently, drew more than the usual quota of visitors. Mr. Theo. Trickey was in charge and it seems that his time, when not explaining the merits of Clarke's leather, was fully occupied in explaining that the goods displayed were not for sale, but could be purchased through the local dealers.

The exhibit of the Anglo-Canadian Leather Company was very instructive for those who were interested in the process of tanning. Eight different stages in the tanning of a hide were shown, and also samples



The United Shoe Machinery display was specially interesting to shoe repairers

support is that it is instantly adjusted by the wearer by simply inserting or removing a little pad of leather so as to give the correct adjustment. Four of these pads are supplied with each support. The company have improved many of their remedies, particularly the corn plaster. About October 1st their warehouse and offices will be moved from Niagara Falls to Toronto in anticipation of being better able to serve their Canadian customers.

In their old location in the Manufacturers' Building the display of the Breithaupt Leather Company of Kitchener, Ont., attracted the attention of thous-



The Dominion Rubber System demonstrated the making of rubbers

ands of visitors. The walls of the booth were lined with sides of the different Breithaupt tannages—Royal Oak, Standard Oak, Trent Valley Oak, Lion Oak, Penetang Hemlock, Eagle Hemlock and Union, Kitchener Union—and it is significant of the demand for these well-known brands that the entire exhibit was sold early during the exhibition. The company have four tanneries at Kitchener, Penetang, Hastings and Woodstock, and manufacture sole leather exclusively for the finest grades of women's shoes to the



The display of the Anglo-Canadian Leather Company was artistic and instructive

of the different chemicals and extracts used in different processes—hemlock bark, wattle bark, mangrove bark, divi divi, quebracho, cutch extract, oak extract in liquid and powder, sumach, soda crystals and oxalic acid. The company have two tanneries, at Bracebridge and Huntsville, where they manufacture hemlock and oak respectively under the Maple Leaf brand. Mr. Sam. Lauther was in charge of the exhibit.

### Boy, Page Dr. Scholl!

Jimmy had been very naughty and father was correcting him rather violently. Whack! Whack! Whack! went the strap, and Jimmy's wail rent the air.

This brought Jimmy's little sister and staunch ally on the scene. She stared at her father in consternation for a while; then, as the whacking continued, she spoke firmly:

"Step on his corn, Jimmy," she said. "That'll stop him!"

## Shoemaker Points Out Defects and Possible Remedies in the Manufacture of Women's Shoes

**I**N a recent issue we printed a letter from an old established shoe retailer and shoemaker, who had written regarding the breaking of backs and seams at the bend of the heel. Since then we have received a further letter which covers some additional points in manufacturing and also deploras the prevalence of the high heel. This letter follows:

The writer has referred to a possible remedy for the trouble, viz. a woven reinforcing material placed and sewn between the outer quarter and lining. Properly sewn, with strong thread, this method should avoid all trouble at this point. In my opinion the old

to perform the service intended and breaks away leaving an ugly tear impossible to repair. The cause of failure is due to the punctures of the needle being too close to the edges, which have been weakened by skiving and unfitted to bear the least strain. The bar is often used to hold the tongue in place but its central fastening alone is wrong as it turns under at the side, leaving the edges ridgy and uneven. To keep the bottom of the tongue smooth and in its place, it should be stitched across its full width by turning back the vamp and stitching as close as possible to the vamp rows.

### Discomfort of High Heels

The toleration of abnormally high heels is reaching the limit of human endurance, if we are to judge by the number of complaints and the frequency with which their tortured wearers insist on having these heels pulled off and replaced with heels of common-sense type. We have often asked, "Who are the originators of the too frequent changes in footwear?" The reply is—the patternmakers and last makers. The pattern man cannot do much damage but the last maker



Mr. Ed. Lewis, leather merchant, Toronto, drew one of the best locations at the Kitchener Style Show

proverb, "An ounce of prevention is worth a ton of cure," applies particularly in the construction of boots and shoes. In women's boots, particularly high cuts, there is scant resistance provided for the wear and tear and strain. Better and more substantial lining is needed and a good quality of kid, or calf, inside back strap of proper width. If woven, or tape, backs are persisted in, let them be of greater width and substance than the light, narrow tapes now in use which are totally unfit for the purpose. An otherwise well constructed shoe may be totally diverted from its useful purpose by this defect.

On this subject the manufacturer will doubtless have a ready reply. He will inform us that manufacturers have for a long time warned us that women must unlace their boots sufficiently before pulling them on or off, so that the stitching will not be unduly strained. However, while women may want high lace boots they often have not the patience to unlace them properly. The manufacturer, for his part, should foresee this possibility and put more stability into his product.

For better securing of the edges of lace boots at the bottom, and the outer edge of the bottom of the button flap, the barring system is often employed. While presenting a neat, finished appearance it fails



A. R. Clarke & Company, of Toronto, had a fine display of patent and glove leathers at the Kitchener Style Show

gets his work in with unerring precision when he forms a last apparently modelled after the form of the rear of a wasp, into which the human foot, God's most beautiful work, is forced, cramped and confined, with toes overlapping and joints compressed in a most painful manner in a space totally unfitted for it. The result is corns, bunyons and other painful deformities that remain for life. The high, tapering, wiggling heel pitched under to such an extent that it appears to be intended for an instep, gives the wearer a wobbling, coggily gait, at the same time destroying her feet and their functions. The back part of the foot, being un-

duly elevated, is damaged at the ankle joint where the ball and socket are thrown out of their natural position and compelled to bear the weight of the body in their displaced position.

The flat toed last is another evil. Being close to the ground, and in some cases with a slight downward curve, the sole is soon worn off and requires re-lacing.

In its natural state, without heel elevation, the leg is at right angles with the ground and little departure from this position should be made. It is a well-known fact that among the races who wear no shoes whatever, we find the most graceful and enduring walkers, all motions being natural. The writer believes that a radical or unradical, backward jump to the spring-heel would be a boon. As many will remember, this is a layer of leather placed under the sole at the heel of women's shoes. In the early fifties a departure from the spring heel began. Heels were then three-quarters of an inch high. A heel one inch high was considered abnormal and I believe it would be well if women of the present day would set aside fads and fancies and go back to the three-quarter inch height.

#### Blind Eyelets and Hooks

Among recent innovations in shoe construction, blind eyelets should receive the highest censure and the system be abandoned at once and forever. It is astonishing that those competent to make high-class men's and women's shoes would not think for a moment before putting in blind eyelets. The raw lace hole is certainly not a thing of beauty and extremely annoying to the wearer and the retailer when he is faced with damaged and unrepairable lace holes. The inside stay, or facing, in the blind eyeletting system is at best a delusion as no substantial hold can be got. This weakness is soon apparent in wear. To secure lace holes properly a good woven stay or reinforce should be cemented on the outer quarter. This is supplemented with an inside facing of proper quality and the woven lining allowed close enough to the edge to receive the eyelet, the holes being cut to fit the eyelet perfectly and the eyelets tightly compressed. If these suggestions are followed no damage will arise as far as the lacing part is concerned. The above comments apply to hooks which should have the more substantial fastening of the inside stay. Without this, as in the blind hook plan, how often do we see the top of the outside quarter stretched beyond its original size through lack of support it would have derived from the stay or facing through which the hooks should have been set, thereby deriving greater solidity. Again referring to blind eyeletting—after a very short time the raw holes present a stretched, strained, jagged and shapeless appearance; soon tear through and look as if the boots were made before eyelets were ever known.

#### Shoe Repairers Organize

**A** MEETING of the various shoe repairers of the city of Guelph was held on Aug. 6 for the purpose of organizing. Chas. W. Conkey was elected president and Percy King, secretary-treasurer of the new organization. In view of the fact that sole leather has advanced in price from 80 cents a pound to \$1.25 a pound within the past few weeks, the shoe repairers have been compelled to raise their scale of prices.

## Daoust, Lalonde & Company Exhibit at Montreal Fair

**D**AOUST, LALONDE & Co., Ltd., shoe manufacturers and tanners, were among the exhibitors at the Cartier Centenary Fair, held on Fletcher's Field, Montreal. The booth was a very attractive one, and was finely decorated. The exhibit included Goodyear welts, McKays and turns



Shoes and leather exhibited by Daoust, Lalonde & Company

in men's and women's lines, also samples of leather being shipped to Europe. Besides these, there were samples of leather made in the tannery. It will be noticed that one of the signs draws attention to the fact that the company have a Paris branch.

## Foot Comfort Service Holds Customers and Brings Many New Ones

**C**ARE of the teeth, the eyes the throat, and practically every part of the body, has been specialized, but how few people really give the attention to their feet that is warranted by the fact that foot ailments effect the well being of the entire system.

One takes a corn or a bunion philosophically until it becomes too painful to be borne and then hunts up a chiropodist to see what can be done. Why not get rid of it before it causes so much suffering? A little intelligent care of the feet more than repays the effort and there are many mechanical appliances made to correct foot ills that prevent their advancing to acute stages.

How much simpler it is to prevent than to cure! However, the public generally does not take to the "ounce of prevention," so shoe merchants should make it a point to study practipedics and be prepared to suggest correction for the ordinary ailments that afflict the human foot. The service thus given is reward in itself, but beside that there is good monetary profit and the Foot Comfort Department brings many permanent shoe customers to the store.

# Some of the Problems of the After-War Period

Retail Merchandising Expert Advises Western Business Men—To Try and Shut Out Competition You Might as Well Call in the Gravedigger—  
Get Out and Dig for New Ideas

ONE of the feature events of the recent convention of the Saskatchewan branch of the Retail Merchants Association was the presence of Frank Stockdale, the well-known merchandising expert. One of Mr. Stockdale's addresses dealt with "After-the-War-Problems" some extracts of which follow:

"All the problems of retail merchandising are soon to be after-the-war problems, but these do not commence yet. These problems are going to come about when reconstruction comes, but they are going to begin.

"Back in your home town there are a number of retailers who have an idea that the only way to learn this business is through experience. In an Ontario town someone handed me an enquiry along this line: 'Which is more important in business, theory or experience?'

"I ask you, which is more important, the black-board or the chalk? We have to have some theorists. Theory has a different meaning for each individual. To lots of people anything they have not used in their business is theory. A lot of retail merchants shut themselves in or they try to shut the other fellow out, but they are imprisoned to that extent. Some think they can shut competition out, but when you do this you may as well call in the gravedigger. All we want is fair treatment. When a man asks for more than that you have to grant it to the other fellow as well. There are two types of merchants. One throws open the door and goes out after things. Japan went to all the countries of the world and investigated, and adopted the best ideas and methods which she could find. Today Japan is a first-rate power, while China is a third-rate power. Japan has profited by the experience of others.

"The science of arithmetic has come up through the ages of experience, yet while many public accountants do not know much about the important question of percentages, many retailers will dive into this involved matter without forethought. There is much truth in the saying, 'Fools rush in where angels fear to tread.'

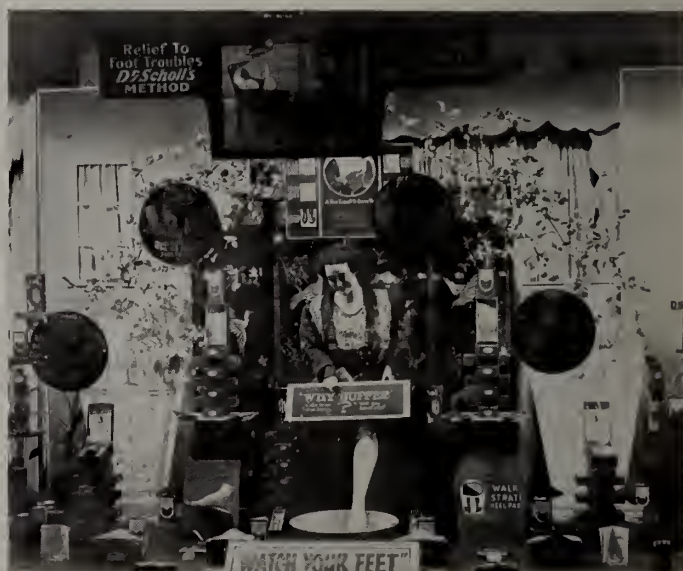
"These conventions are great idea markets. The trouble is that we take only the ideas that we recognize as our own. You have a hazy idea about a lot of things but not a definite one. You have a lot of wobbly ideas and you are not really sure of them. When you have them strengthened you feel like building on them and putting a real roof on the construction. You come to conventions to get your wires connected. Many merchants have their wires crossed.

## The Question of Prices

"After-the-war prices may be one of the after-the-war problems. This phase of the matter has been in our minds for some time, owing to a changing market, but I will not say what prices are going to be. The opinion of some long-headed merchants is that now the armistice has been signed, the war is over, and yet we find prices in some lines increasing. There is apt to be a sense of false security. For a while the ten-

dency was to hold back for a decline in price. Other merchants think that as prices have not dropped since the armistice was signed that prices are not going to drop. There are not many people who think that prices are going back to 1914 standards. There are at least two big reasons for this. One is that the price tendency for years has been upward. The reason for this tendency is still at work and the last five years would represent a substantial increase. If wages stay up, prices must stay up. Labor says wages will stay up. But the retail merchant who gives too much attention to prices now is going to be left. The decline from present levels will be very gradual.

"We have had some fictitious values in merchandising, and this is going to be squeezed out for a while. Retailers are responsible in some part for the high prices. An actual shortage combined with the fact that



Foot Comfort window display by Garnett Orton for "The Arcade," Hamilton. This window carried off one of the \$5.00 prizes

stockrooms have been stored with goods, creates an artificial price.

"Stores show the things the retailer is most proud of. I saw the stockroom of a certain store recently. The retailer pointed to certain goods selling now at \$1, which he bought early and could sell profitably at 50c. These retailers proudly point out their 'good buys,' but it is a fact that the poorest buyers have won the biggest stakes under recent conditions. On an up market the retailer makes most who sells out before the market drops. Inefficiency has been patting itself on the back, and if some of you have been doing this you should do something radical."

## Bankrupt Stocks

Mr. Stockdale at this point referred to a recent visit

to another store wherein he found the stock to be very low, and ragged. The merchant had been buying bankrupt stocks.

"There are not many bankruptcies lately," said Mr. Stockdale. "This merchant was placing his bet that the bankruptcies were only postponed. There are lots of bankruptcies in this country which have been postponed. As soon as the market begins to level off there will be a great many changes in business. People are looking for a world readjustment. As long as the market was creeping up there was coming in an extra profit to take care of any possible loss, and a lot of merchants have eaten up that profit. An increase in dol-

Hereupon a problem of buying, for wartime and after, was outlined by Mr. Stockdale.

He cited two cases. In one of the average stock in one annual turnover was \$400, whereas in the other store with a turnover four times a year, the average stock at each turn was \$100 during the year. Sales amounted to \$600 with a profit margin of 33 1/3 per cent.

Mr. Stockdale explained that margin was an opportunity for profit and also an opportunity for loss.

"The sales in the foregoing case were \$600, but the sales at stock were \$400 in the case of the single turnover. In the second instance the sales were \$600, but sales were \$400 at cost where there are four turnovers to the year.

"The quintessence of merchandising is to carry as many of the \$100 lines as possible, and to be careful on the other lines which run a high average stock, and only turn once or so in the year."

Speaking further regarding this illustration Mr. Stockdale pointed out that if prices dropped 10 per cent the first merchant would lose \$40 by carrying an average stock of \$400 on one turnover during the year, while the second merchant would lose only \$10 because he carries lines which turn four times a year at an average value of \$100.

"Carry more lines in quick turning merchandise. The losses will be on the slow turning lines," said Mr. Stockdale.

**Quick Turnover Necessary**

In regard to the matter of deciding which are slow turning lines, Mr. Stockdale stated that the man who knows how to buy goods for quick turnover will win, and that the best way to tell is to have records. Each merchant should have a good stock-taking system.

"Merchants spend their money taking care of their money, but they do not give the same attention to their merchandise which presents the investment of their money. It is much more important to look out for the cash in your merchandise, and sooner or later I hope



Display of Dr. Scholl's remedies during Foot Comfort Week, by J. F. Cairns, Limited, Saskatoon. Winner of one of the \$10 prizes

lars of sales is no good, but an increase in volume of business transacted is required.

"If 90 per cent. to 95 per cent. of the merchandise is bought at a certain price and then the price jumps and only about 5 per cent. of the merchandise changes hands in a season at that price, I claim it is more or less of a fictitious price."

At this point Mr. Stockdale spoke of another retailer who had increased his sales recently from \$60,000 to \$80,000 per year. He had been making a net profit of about \$3,000 recently while in 1917 he made a net profit of \$8,000. He had recently been selling close to the real market and not a fictitious market.

"The extra \$5,000 which this merchant made in net profit in 1917 is a fund he holds in trust owing to a changing market. He will lose when the market declines and it may take \$500 one year and \$1,000 another year to balance things up. Merchants should keep money from such a source as this to take care of down market losses.

"Many men who can run a retail store well, do not know how to look after money when they get it. If a merchant has a particularly good season he should put the extra money into a reserve fund. At all times if you have not money for a reserve fund there has been something wrong with your business and you should straighten it out."



Display of the Nodelay Shoe Company, Vancouver, during Dr. Scholl's Foot Comfort Week

we will all have stock records in our stores for thus purpose.

"One merchant says he buys goods for 60 cents and sells for \$1, and thinks he is getting a long profit. The successful retailer is one who gets the best profits, not the best margin. The jeweler gets a long margin

on goods sold, but his turnover is very small. Margin does not tell what profits you have. You must know the cost of carrying and selling an article before you know what your profit is. It costs a lot to handle and sell long margin goods."

At this point Mr. Stockdale quoted the following definition for turnover: "Turnover answers the question, 'How long does the merchandise stay?'"

A rule for figuring turnover was outlined as follows "Divide the sales by the average stock carried at the selling price."

A question as to whether margin should be figured on the sales price or on the cost price, and why, was answered by Mr. Stockdale as follows:

"It should be figured on the selling price because it takes an expert to do it any other way. The average retailer cannot do this because in getting his cost of doing business—say 25 per cent.—he gets the figures by dividing his sales into his own expenses. Therefore having got the percentage you say the cost of doing

business is 25 per cent. of the sales. Then add 10 per cent. of profit and figure on cost price and you haven't anything.

"The percentage of an apple cannot be compared with the percentage of an egg. Twenty-five per cent. of a big apple is not equal to 25 per cent. of a small apple.

"What does more harm than anything is the manufacturer who tells you you are making 25 per cent. on his goods, whereas you are only making 20 per cent."

A rule for figuring margin was as follows: "Subtract margin from 100 per cent. and then divide it by the cost."

This point was illustrated as follows: \$2.40 is the cost of certain merchandise. It was required to mark the goods to give a margin of 27 per cent. Subtracting 27 per cent. from 100 per cent. it leaves 73 per cent. to be divided into \$2.40, giving \$3.28 as selling price.

## It Costs Less to Hold the Good Will of Customers Than to Gain New Ones

IT is a well known fact that many large department stores get a large amount of business, chiefly because of the service they render in settling complaints and disputes. That is service. Speaking from the manufacturers' point of view, Mr. Ben Jacobson, of New York, recently told a gathering of Texas shoe retailers just how "service," or the lack of it, affected their business.

Let us take the small item—that of settling complaints. A woman brings back a pair of shoes with an imaginary "kick." The dealer will stand there an hour arguing and after that hour he has lost the customer and her friends, and he is played out for the rest of the day. The same customer brings something back to a department store and the chances are that the complaint clerk will express his deep sorrow for

the customer and in such a pleasant way that when he offers to replace the article she is almost ashamed to take it. There are some real unreasonable customers, but the percentage is so small that it pays to lose pair of shoes or refund the money with as good a liberal habit and reputation.

It costs money to gain trade and it costs less to hold the good will of customers than to get new ones. The only way to hold customers is by satisfying them that they are just as safe in dealing in your store as they are in any other store. Therefore replace a new pair of shoes or refund the money with as good a smile as the one you had when the sale was made and you said, "Thank you, and call again."

### The Complaint Made Profitable

Good merchants who are extremely liberal and



Fourth prize winner in Dr. Scholl's Foot Comfort Week Display Contest. Trimmed by Mr. Walter Jones for H. Grey Hodges, of Chatham, Ont.



This display by Mr. Wegenast for Knechtel and Company, of Stratford, carried off one of the \$10 prizes during Foot Comfort Week





Display of the Brandon Shoe Company, at the Kitchener Style Show. Their guessing contest aroused considerable interest

who keep accurate records of all losses find that the unjust complaints amount to less than half of one percent on the business, but that this liberality usually brings ten percent increased business, which more than pays for the losses.

There are many dealers in business today discounting their bills, who not very long ago thought they were "down and out" and on the point of selling out to unreliable auctioneers. Some dealers cannot stand the temporary reverses which do come sometimes, such as accidentally overbuying, buying wrong styles, or getting real bad competition. On top of these troubles he gets statements with little notations written on them such as, "Please remit."

Gentlemen take a friendly tip—if you ever get into a tight place, don't tell your trouble to Tom, Dick or Harry, but go to your friend, the banker or your favorite credit man, whom you owe money. They want to have you stay in business and keep you as a customer.

#### Advice to a New Business Man

While we have helped to keep men in business, we have also kept them out of it by showing them the possible profit they can expect. A young man explained to us that he was holding a responsible position and that he had saved about five thousand dollars. He thought his credit was good and wanted to open a first class shoe store. Among other things he told us that it cost him three thousand dollars a year to live. We showed him the loss in wages—rent and fixtures would cost him about two thousand dollars before the store was opened. His capital would then be shrunk to three thousand dollars. Granting that his credit is good he cannot risk putting in a stock of more than six thousand dollars on a three thousand dollar capital. If he is a good merchant he may turn that stock three times. Allowing for the first year's mistakes, he cannot expect more than twenty-five per cent gross

profit on the twenty-four thousand dollar business, on which he may earn ten percent net, which would be twenty-four hundred dollars or six hundred dollars less than it cost him to live. After studying the figures carefully he was not so anxious to give up a good job.

Some of you who still figure profit and stock turns the wrong way, will please remember the figures I have just mentioned.

Truth always wins. Don't tell your customers that you sell shoes below cost unless you really do it, for you will be branded as a liar, and no one trusts a liar. Don't keep too many business secrets from your clerk for he is your mouthpiece, and anything he tells the customer goes either for or against you. You must first sell your ideas and your stock to the clerk before you sell them to the customer. If your clerk cannot be trusted he is not worth keeping.

Don't try to fool your neighbor or competitor on the size or kind of your business. The chances are he knows as much about it as you do.

Cultivate telling the truth to the traveling man or the house you buy from right now it is your solemn duty to yourself and our country to tell the truth about your business, that it is good. Don't pick out some one bad week or bad month as a criterion to complain. Business as a whole is good and will continue to be good providing you help it along by making store improvements and push for increased business.

If the stock on your shelves does not sell at one price, sell it at another price, but get the business. The time has come when more profits will be made on the turnover than on the individual pairs.

The department stores, the chain stores and the large shoe stores are all doing well, because they conduct their stores on a turnover basis. Plans are made at the beginning of a season that so much business must be done on a certain amount of stock—that the overhead expense must not exceed a certain percentage on the sales—and the gross profit is fixed. But all that requires a little study and forethought.

#### Porpoisette Display Cabinet

THE illustration herewith shows the display cabinet furnished to retailers by the Narrow Fabric Company, Reading, Pa., with their Nufashond Porpoisette shoe laces. This is a fabric lace that is claimed to be better than real por-



poise. It looks like leather, but is stronger in that it is uniformly woven throughout—no weak spots. Also it is absolutely waterproof. Porpoisette laces are made flat or round in black, tan, cordovan or mahogany in all lengths.

# Toronto Repairers Hold Annual Picnic

Third Yearly Event at Niagara Falls Was Well Attended

—Good Sports Program



**T**HE third annual picnic and sports of the Toronto Shoe Repairers' Association, held at Victoria Park, Niagara Falls, Ont., on Wednesday, August 13, was well attended and thoroughly enjoyed. Instead of going directly to the Park up the Canadian side of the river the gathering crossed over at Lewiston and went up the American side of the gorge.

It is an old saying that "distant fields look greenest" and the picnic committee, with commendable forethought, planned the trip this way to avoid having many of the picnickers break away from the crowd to cross over to the American side of the Falls. Naturally, if they had already been over there, they would not want to go again.

Assured, then, of a full and enthusiastic attendance, the sports programme started off with a rush at 2 o'clock and all of the events were keenly contested. Following is a list of the winners: 100 yards race, members 34 years and under—1st prize, J. Ozard; 2nd prize, F. Lewis; 3rd prize, J. Hendry. 100 yards, members 35 to 50—1st, Chas. Robertson; 2nd, L. Ketsen; 3rd, A. Long. 50 yards, 50 years and over—1st, Mr. Smallwood; 2nd, Mr. Burnill; 3rd, Mr. Burnett. 50 yards fat man's boot race—1st, Chas. Jeeves; 2nd, Mr. Butterworth; 3rd, Mr. Chamberlain. 100 yards handicap, employees—1st, E. Pemble; 2nd, B. Dunn; 3rd, T. Campbell. 50 yards members' wives egg and spoon race—1st, Mrs. Smallwood; 2nd, Mrs. Robertson; 3rd, Mrs. Moulds. 50 yards ladies' race, open—1st prize, Mrs. Mellen; 2nd prize, Miss A. Babington; 3rd prize, Miss B. Dunn. Fat ladies race—1st, Mrs. Robertson; 2nd, Mrs. Barry; 3rd, Mrs. Wager. 50 yards, 22 years and over, thread and needle race—1st, Mrs. Canning; 2nd, Mrs. Millen; 3rd, Mrs. Campbell. 100 yards ladies race, 16 to 21 years—1st, Miss B. Dunn; 2nd, Miss J. Dunn; 3rd, R. Jeeves. 100 yards boys race, 16 to 21 years—1st, P. Suarks; 2nd, Chester Hutchinson; 3rd, Louis Moulds. 100 yards, 12 to 15—1st, W. Cook; 2nd, Albert Ketsen; 3rd, W. Foster. 75 yards, 9 to 11 years—1st, Willie McGuffin; 2nd, Tom Moulds; 3rd, Howard Baldwin. 50 yards, 6 to 8 years—1st, Roy Everett; 2nd, Henry Hunt; 3rd, Tom McGuffin. 50 yards girls' race, 12 to 15 years—1st, Kitty McGuffin; 2nd, Nan McGuffin; 3rd, Bessie Foster. 50 yards, 9 to 11 years—1st, Irene Barry; 2nd, Doris Foster; 3rd, Tilly McGuffin. 25 yards, 6 to 8 years—1st, Jean Robertson; 2nd, Doris Batchelor; 3rd, Evelyn Barry. 25 yards, child's race, under 6—1st, Gordon Robinson; 2nd, Harold Long; 3rd, Bruce Campbell. Boys' wheelbarrow race—1st prize, W. McGuffin and W.

Cook; 2nd prize, W. Foster and W. Smallwood; 3rd prize, S. Baldwin and H. Young.

Donations to the prize fund by the various manufacturing concerns were larger and more numerous than ever before and it is an outstanding feature that all of these firms lent their assistance of their own accord, as it had been decided by the Association this year that no solicitation would be made. The follow-



Display of P. B. Wallace & Son, of Toronto, at Kitchener Style Show

ing firms contributed:—United Shoe Machinery Co., Anglo-Canadian Leather Co., C. S. Hyman Co., London, Beardmore & Co., Chas. Parsons & Sons, Breithaupt Leather Co., Kitchener, P. B. Wallace & Son, Joseph King, Gutta Percha & Rubber Co., Limited, Goodyear Rubber Co., Panther Rubber Heel Co., Miner Fubber Co., I. T. S. Rubber Heel Co., The Dunlop Rubber Co., Chas. Tilley & Sons, Robt. Ralston, Nugget Polish Co.

A feature of the trip across the lake was the contest arranged by the I.T.S. Rubber Heel Company, who provided four sets of duplicate numbers, two for men, two for women, two for girls and two for boys. The game was to hunt for the other person with the duplicate number and the prizes were two umbrellas for the men, vases for the women, chocolates for the girls and watches for the boys. All of these were presented by the I.T.S. Rubber Heel Company.

Recently published figures indicate that for the month of June the exports of boots from the United States to Canada were as follows: Children's, 4,465 pairs, value \$3,012; men's, 9,970 pairs, value \$44,259; women's, 59,779 pairs, value \$165,417.

**Current Price List of Toronto Shoe Repairers' Association**

**Half Soles**

	Men's	Women's	Boys' 2 to 5	Youths' 11 to 2	Misses' 11 to 2	Child's 8 to 10½
Sewn Half Soles, Goodyear Welts . . . . .	\$1.65	\$1.35	\$1.25	\$1.20	\$1.10	\$0.85
Nailed Half Soles, Goodyear Welts . . . . .	1.35	1.10	1.25	1.10	.95	.65
Turns . . . . .	2.00	2.00	1.25	1.25	1.25	1.00
Fibre Soles Sewn . . . . .	1.50	1.25	1.25	1.10	1.00	.85
Toe Pieces Sewn or Nailed . . . . .	.50	.35 & .40	.40	.35	.35	.35
Side Pieces Sewn or Nailed . . . . .	.50	.35	.40	.35	.35	.35
Hand Sewn Soles . . . . .	.25	extra				

**Whole Soles**

Leather Whole Soles and Heels . . . . .	\$3.00	\$3.00	\$2.75	\$2.50	\$2.50	....
Fibre Whole Soles and Rubber Heels . . . . .	2.75	2.75	2.50	2.25	2.25	....
Rubber Whole Soles and Spring Heels . . . . .	2.75	2.75	2.50	2.25	2.25	....
Whole Soles, only Leather . . . . .	2.75	2.75	2.50	2.25	2.25	....
Whole Soles, only Fibre . . . . .	2.50	2.50	2.25	2.00	2.00	....

**Heels**

Heels Straightened, regular . . . . .	\$0.50	\$0.35	\$0.40	\$0.35	\$0.35	\$0.30
Heels, Orthopedic, Straightened, regular . . . . .	.75	.60	.40	.40	.35	.30
Heels Straightened and Rev. Rubber Heels . . . . .	.80	.50	.50	.50	.50	.50
Heels Straightened and Quarter Rubber Tips . . . . .	.75	.50	.50	.50	.50	.50
Rubber Heels, Ordinary . . . . .	.60	.50	.50	.50	.50	.50
Rubber Heels, 'Solid' . . . . .	.75	.65	.65	.65	.65	.65
New Heels . . . . .	1.00	up 1.25	to 3.00			

**Toe Caps**

Toe Caps . . . . .	50c. to \$1.25
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**Miscellaneous**

Patches sewn on . . . . .	\$0.25 up	New Welts all round . . . . .	\$2.00
Patches cemented on . . . . .	.50 up	Hob Nails, Sole, Heel and Shank . . . . .	0.75
New Counters . . . . .	1.00 up	Hob Nails, Sole only, for Golf . . . . .	0.50
Heel Lining Oxford . . . . .	0.50 up	Re-finishing Soles for stock . . . . .	\$0.25 up
Heel Lining Boots . . . . .	0.75	Buttons with Fasteners . . . . .	0.15-0.25
Triangular Plates on each heel . . . . .	0.30 pr.	Buttons sewn by hand . . . . .	0.75 up
New Vamps . . . . .	2.00	Back Straps . . . . .	0.50 up
New Elastics . . . . .	1.50 up	Dyeing . . . . .	0.50 up

**Skates**

Skates put on with screws . . . . .	\$0.35 up	Skates sharpened . . . . .	\$0.15 up
Skates riveted on . . . . .	0.10 up		

**Not Able to Fill Out Income Tax Paper But Writes an Interesting Letter**

**R** EPAIRMEN who have at one time or another been confronted with the task of filling out an income tax statement will be interested in the answer recently turned in by Mr. Abram Laidley, a shoe repairer of Omemee, Ont. Mr. Laidley is original, even though his income is not large. One might reasonably expect the Omemee repairer to be more gifted with the world's goods, but perhaps he is easier in mind without it, for he fears that if he made a "pile" some Bolshevik would covet it and that would be bad for both of them. Anyway here's the letter he sent to the income tax collector:

"Mr. Hugh D. Patterson,  
"Toronto.

"Dear Sir,—Re income tax paper. Not knowing how to fill out these papers I shall endeavor to cooperate with the department by giving you the information you require.

"When the assessor comes around he asks me sometimes re my property, my family and what church I attend.

"My business is repairing shoes, but seeing that

the world is in great need of food, I turned my attention in part to other work. My income as nearly as I can give it is as follows:

From shoe repairs . . . . .	\$100.00
Thirty hives of bees, honey . . . . .	400.00
Rent . . . . .	98.00
Day's work here and there . . . . .	75.00
35 bushels of beans (not sold) say . . . . .	100.00

"I live in my own house, produce my own vegetables and most of the fruit I need. Keep twelve hens. When the fuel was scarce in 1918 I went to the woods and cut some wood. I am wearing out old clothes. My wife tells me on work days I look ridiculous, but I say that I am not afraid of the rag man or the sport. My clothes are not worth being weighed and they would never stand to be rammed into a gun. I am past sixty years old, hale and hearty; go to bed early and get up with the birds. My income is small. I have all I need and am willing to pay taxes on all I should.

"My family: "My wife cooks me good meals, fixes me a comfortable bed and cleans me up for the Sabbath Day. A wise son makes a glad father. I have two sons, Canadian citizens, well employed, and I am glad. My two daughters are teaching school and are able to live independently.

"My religion: I work, and if I have a little over to give to him that is in need, all right. I think the

best place for prayer is behind closed doors. I like to get people happy enough to laugh. They look better. I tell the other fellow to keep out of hell. The company is bad and it is too hot for either of us. "Beware of covetness, which is idolatry." This is the reason why I don't wish to make any income which might be taxed. In doing so I might covet some other man's goods, and if I made a pile, some Bolshevik might covet mine. Then we should both be back to heathen darkness: "The heavens declare the glory of God." I have no telescope but two eyes.

"I am no grafter, but if I do have to fill out these papers, which I am not able to do, the first time you are in Omemeé I will invite you to dinner and you will have the proof of the pudding. If this won't do, will you be kind enough to send this letter to N. W. Rowell or Sir Robert Borden? They might change the order-in-Council and let the Omemeé cobbler go free.

Yours truly,

(Sgd.) A. Laidley."

### Brantford Repairers Organize

**A** FEW weeks ago the repairers of Brantford, got together in a friendly way for the purpose of talking "organization." Mr. Thompson Smith was chairman for the evening and Mr. W. S. Pettit, secretary. The feeling was so unanimous in favor of a permanent association that all necessary arrangements were immediately made and the Brantford Shoe Repairers' Association came into being, with Mr. Thompson Smith as president; Mr. Frank Sheppard, vice-president, and Mr. Walter Stevens, secretary-treasurer. Owing to the many advances in the cost of materials a new price list was drawn up and adopted by the new association, which, by the way, includes every repairer in the city. Naturally, the object of the association is to create a better feeling among the different members. Their first evening was a very pleasant and profitable one, and it is the intention to hold many similar gatherings from time to time.

## In Shaping the Shank Have the Outsole in Good Temper

**O**NE important advantage of having the outsole in good temper when resoling shoes is that it may more easily be shaped to the shank, thus avoiding the tendency of a stiff or poorly tempered outsole from remaining flat in the shank and drawing the welt away from the shoe.

Some advocate using a hammer to beat down the sole in the shank before stitching it, while others use a hammer in the attempt to beat down the sole edge in the shank after stitching, but the correct way is to properly temper the sole when the use of the hammer may be avoided.

To use a hammer in beating down the edge of the sole before stitching is dangerous to the in-seam, because if the sole is stiff enough to need a hammer it will require a considerable number of smart blows to have any effect. The in-seam, especially of a worn shoe, was not intended to stand such hammering.

Again, if the shape of the sole after stitching requires hammering down of the edge to shape the sole in the shank, it means that the work of tempering was not properly done and very likely the work of hammering will not accomplish the desired object. To use the hammer vigorously after stitching may break the outsole seam or the in-seam and still not be affected.

If the sole is properly tempered, then when it is attached to the shoe a rub of the rub-stick on each side of the shank will be sufficient to shape it, and then when the stitching is done a very light use of the leveling hammer, accompanied with a vigorous use of the rub-stick, will give a bottom that can be properly buffed and finished.

But some repairers say: "We cannot have soles so tempered, for the reason that we have to use them quickly as the shoes come in." The answer to this is to temper the stock ahead, which can be done whether cut soles, squares or bends are used, keeping the assortment in temper all the time, and then one is always ready to make repairs using tempered stock.



Officers of the new Brantford Shoe Repairers' Association. From left to right;—Walter Stevens, Secretary-treasurer; Thompson Smith, President; Frank Sheppard, Vice-president

# Why One Shoe Wears Out Sooner Than the Other

Many People Wear Out Two Lefts to One Right, and Vice Versa—They May Be Pianists, Truck Drivers or Brakemen—The Repairer Who Makes a Hobby of "Deduction" Has an Interesting Study

A CAREFULLY dressed man, whose clothes were not new, but gave evidence of painstaking care, handed a package to the proprietor of a repair shop, with a request that they be half-soled. Unwrapping the bundle the repairman remarked to a friend that the owner of those shoes was a clerk behind a counter in a department store.

"How do you know that, Sherlock?" laughed his friend, who had dropped in to settle the prohibition and suffrage questions.

"He turns to his right every time, too," mused the repairer as he continued his inspection of the shoes, which gave evidence of as careful treatment as the clothing worn by the owner.

"Look at this," explained the shoe repairer, holding up the sole of the right shoe for his companion's inspection. "See how that is worn through on the ball of the foot? Now look at this one." He held up the sole of the other for inspection. "That's hardly worn at all; nothing more than comes from ordinary wear of walking."

"But," objected his friend, "he might be on any other kind of a job than a clerk behind a counter and wear out one shoe faster than the other."

"True, he might, but he isn't."

"You know him, then? No wonder you can deduce as the detectives claim they do."

"I never saw him before, but I noticed his clothes, his manner and how he turned to go out. He turned on the ball of his right foot, raising the heel and pushing, with his left foot. That's his habit because he does it every day, hundreds of times, turning to take rolls of silk or satin or bolts of cloth from the shelves behind him. He is a clerk who habitually deals with women, and one who does lots of turning about. He dresses as well as he can, with his income, and makes a suit of clothes go farther and look better than other men in stores."

"There must be other people besides silk clerks who wear out one shoe faster than the other," commented the friend. "Your deduction may be right in this case, but suppose the next man who brings in such a pair wears different clothes and has the left foot worn through?"

"Easy enough," explained the repairer, dropping a piece of sole leather into a tub of water. "The chances are he works for one of the markets that still uses horses and wagons for delivery purposes. He drives from the right side of the seat. He pulls up at the curbing and as he swings off to get at the bundles in the rear of his wagon he turns his back toward the horse and lands heavily on the ball of his left foot.

"Or he may be a railroad man working in the yard or on freight trains where he is constantly hopping on and off, especially off moving trains. Did you ever see one of those fellows get off a train making 20 miles an hour? They cross their feet and getting off the right side of a train facing front it is the left foot that always lands first.

"Those fellows generally need two soles on the

left foot to one on the right, but they do not mind appearances and comfort so much as the clerk in the store who deals almost continually with women. He has both shoes tapped at the same time whether the right one needs it or not. The others don't. They bring in one shoe."

"Quite a range in trade or businesses of those who wear out one shoe faster than the other," laughed his friend. "How about women?"

The repairer picked up one oxford tie from the floor. It was a nifty looking shoe and there was no mate in sight. It was a right shoe, too. The ball of the foot was worn very thin and in one spot there was a slit where the leather had broke through.

"That," smiled the repairer as he tossed the shoe gently back with others awaiting treatment, "is the



Display of the United Shoe Machinery Company at Kitchener Style Show

property of a mighty pretty little thing who has to work for a living. She's a pianist in an orchestra and that wear comes from constant use of the pedal.

"She has tried slipping on an extra piece of leather, but she told me that it was uncomfortable and she felt that people saw it, so about once in so often I have either a right white or a right brown shoe of hers to doctor and once every second or third time the left one of the pair comes in, too. She makes them go the limit because she must, but she knows how to care for them and they look better after two taps than most folks' shoes do before they are tapped the first time.

"There is one woman who has been bringing her shoes to me for years, and could not understand why one of them wore out faster than the other. She did not limp, but one time she was hurt, and a surgeon in making a thorough examination discovered that one leg was slightly shorter than the other.

"It's funny, but there are a lot of queer things, even in a little business like mine, and there's always a reason."

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## Cementing Sole Makes Outsole Stitching Easier but Leather Must be in Proper Temper

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**T**HE shoe repairer needs to use a good grade of rubber cement for cementing the soles. In order to get the best possible shaped bottom and good work on the stitching machine he needs a rubber cement that will hold the sole tightly to the welt. The average repair shop does not have the advantage of using the sole laying machine with its rubber pads as used in shoe factories, and this is all the more reason why a good grade of rubber cement is necessary.

If the sole and the welt are stuck firmly together by the cement, it reduces the amount of work for the outsole stitching machine, which then simply has to make the stitch and not at the same time draw together an outsole and a welt that are gaping far apart.

In using the outsole cement, however good its quality may be, it is necessary for the workman to use a little judgment. There are some things that must be done in order to give the cement a fair chance. In the first place, when taking off the old sole the welt should be wet and shaped. Then the bottom filling should be shaped and filled if necessary, after which the whole bottom and welt should be well coated with the cement as soon as the welt is dry enough to permit to be applied. This will leave the welt in a pliable condition of temper so that it may be better stitched with less liability to break.

Then the outsole must be in a dry, mull temper before cementing. Some advocate that the outsoles should be cemented before wetting. This means a hurry-up job rather than a proper working of the stock. Keep an assortment of soles in cheesy, mull temper ready to cement at the same time the bottom of the shoe is cemented and we will then have an outsole that can be easily conformed to the bottom of the shoe and to the shape of the shank, while at the same time being easy to stitch and easily cemented firmly to the welt.

One great trouble with many shoe repair shops is that they try to do things too quickly. They have not learned that careful preparation of the work is the important foundation both for good workmanship and for a large output. It has become well settled in the shoe factory that correct methods of work constitute the foundation of high speed and large production as well as good shoemaking. These same principles apply to the repair shop.—The Shoe Repairer.

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### Novel Business in Shoe Mending

**P**EOPLE in Baltimore have been attracted recently by a novelty in the way of a shoe repairing business. In a large automobile truck is mounted the entire paraphernalia of shoe mending machinery and equipment. Four men are engaged at work, with scarcely a moment to look up from their task. The proprietor drives the motor truck and also works whenever he can.

It is the plan of the auto shoe repairing truck to take one block at a time, going from door to door asking for old shoes to mend. This soliciting is done

by an advance guard, and the shoes are mended then and there.

Prices are reasonable and it is safe to say there are no shoes in the block needing repair when the novel traveling repair shop on tires leaves the vicinity.

When asked if he paid a license for this unique business, the proprietor said he did and a "big license, too," but it is worth it. For even with the license, the wear and tear of the truck, gasoline, etc., and the wages of the four men, the enterprise has proved to be a splendid paying investment.

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## Toronto Association May Have Visiting Committee to Call on Absent Members

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**A** MOVEMENT is on foot, fathered by Mr. Arthur Butterworth, to form a Visiting Committee in connection with the Toronto Shoe Repairers' Association. As things stand now there is no way of knowing whether an absent member is ill, has left the city or has some grievance that prevents him from attending association meetings. The idea would be to have a register containing all of the members' names and spaces in which to check their attendance at the regular fortnightly gatherings. If any member is absent from three consecutive meetings it would be the duty of the visiting committee in his particular district to call and find out the reason for his absence. It is felt that there are often members in arrears with their dues who could be put in good standing with little effort and a better system of keeping track of them. Then, too, if a man is ill or in trouble the association will do all in its power to help him out. This plan, when it is carried through, will certainly add to the strength and usefulness of an already very influential organization.

In addition to the regular business meetings throughout the coming winter it is planned to hold several smokers, dances and euchre parties. These little events have been very successful in the past and, with the experience thus gained, they will be more successful in the future. The executive officers of the Toronto Shoe Repairers' Association realize that a judicious amount of friendly social intercourse tends to keep the members together in a way that an all-business association could never do.

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### The "Hunt System"

**A** FFIXED to the work bench is seen, in some shops, a board upon which are hung the several special tools needed now and then, but which should be at hand at all times, such as waxed threads, glove, curved awls, shank and edge trimmers, etc. These tools are provided with a piece of upper leather at the handle-end so as to hang upon a nail in the board. It is by far better to thus set aside the divers tools which are needed but occasionally, than to throw them around on the bench and later resort to the "Hunt System," which is a slow system in the repair shop, or anywhere else of which you may think. Some shoe repairers are constantly hunting around for their tools, nails, leather, etc., and lose valuable time.

### U. S. Specialty Company Entertain Employees

**L**INCOLN Park, one of the most beautiful and picturesque parks in the Middle West, was the scene of an enjoyable little party on August 28 when the U. S. Specialty Manufacturing Company, of Pittsburg, Kansas, entertained their employees at an outing. Athletic contests of many kinds were held, the principal winners being "Dick" Wolf, "Nick" Carter, "Slim" Dill and "Clair" Hartshorn.

The company provided an ample supply of satisfying refreshments and a special prize was awarded "Nick" Carter for putting himself around the largest amount of ice cream. Kansas is noted for its good ice cream, as well as warm summer days and cyclones.

The U. S. Specialty Mfg. Company make "Adjusto" boot top forms and other up-to-the-minute shoe store



Mr. R. E. LeSeuer, of Sarnia, Ont., who was elected vice-president of the Ontario District of the newly formed Canadian National Association of shoe retailers.

specialties. They state that the demand for "Adjusto" forms is so great at present that they have been forced to enlarge their factory.

### Foot Comfort Week Successful

**I**N this issue we are reproducing several photographs of the windows entered by Canadian shoe retailers in the contest held by the Scholl Manufacturing Company for the best dressed windows during their Foot Comfort Week. The Scholl Company state that Canadian dealers deserve great credit and praise for the showing they made during this big drive, owing to the fact that the Toronto office did not get the best window trim material in time to get it in the hands of their customers. Consequently the retailers were compelled largely to work out their own salvation, and they did so in a most commendable manner.

C. Albee, superintendent of the Minister, Myles Shoe Co., Toronto, has been on a buying trip to Montreal and Boston.



The Goodyear Tire and Rubber Company's booth at the Toronto National Exhibition. A wide range of shoes were shown equipped with Neolin soles and Wingfoot heels

### Montreal Manufacturers Busy

**T**HE shoe business in the Montreal district is still good. Manufacturers state that they are busy, although they have some difficulty in getting many kinds of leather. Some of the travellers are now on the road with spring samples. Prices have again advanced, the makers stating they had no other alternative in view of the higher cost of leather and labor. In the latter connection the men again asked for a more liberal schedule a short time ago and this has been conceded. In addition to higher wages the hours have been reduced in several factories. One manufacturer states that the new scale ranges from 20 to 40 per cent. advance, and another estimated that, taking into account the shorter hours, the cost of labor will be 40 per cent. higher.

Retailers have been buying freely and some makers believe that there will be a slackening up in the spring demand owing to retailers having large stocks on hand. On the other hand, those more optimistically inclined look for a continued keen demand for shoes, notwithstanding the advances in cost. The orders on hand will keep the factories busy for the balance of the year.



A. R. Clarke & Company, Toronto, patent and glove leather manufacturers, had their usual artistic display in the Manufacturers' Building, Canadian National Exhibition

## An Enthusiastic Sportsman

**A** FEW years ago, when motor boat racing was in its infancy and speed contests were won at 10, 12 and 15 miles an hour, a boat that could skim along at 18 miles an hour was certainly "hitting the high spots." Development was rapid, however, and the speed gradually began to creep up until we are now considering fast power boats in "mile-a-minute" terms. Enthusiastic sportsmen have done much to bring about this development, and, in Toronto waters, the efforts of Mr. "Griff." Clarke, president of the A. R. Clarke Company, leather manufacturers, who makes fast boating a hobby, have been specially noticeable.

Visitors to the Canadian National Exhibition were almost daily treated to some rare and exciting demonstrations of speed by Mr. Clarke in his two boats, Leopard I. and Leopard III.—the former a displace-

ment boat and the latter a hydroplane. Some indication of the speed of these two boats can be gained from the official time in one of the races held during the Exhibition. Leopard I. covered five miles in 5 minutes 44 seconds, while Leopard III., equipped with new engines, and consequently not working at anything like her capacity, covered the course a fraction of a minute faster. Mr. Clarke is an all-round good sportsman and his participation in these events is always of considerable interest to the mariners of Lake Ontario.

The Minimum Wage Board have decreed that the minimum wage for experienced females employed in shops, stores and other mercantile institutions in Saskatchewan will be \$15 a week. The minimum for beginners is to be \$9.50 a week with an increase every three months until one year of service, when the employe shall be deemed to be worth \$15.

# FOOTWEAR FINDINGS

## Happenings in the Shoe and Leather Trade

H. D. Wing, boot and shoe retailer, Parry Sound, has sold his Midland branch.

The Dominion Rubber System, Kitchener, Ont., have in hand a proposal to build 200 houses at the earliest possible date. The details of the plan are being arranged with the city council.

M. B. Young, 924 Bloor St. West, Toronto, has purchased the business of the Service Boot Shop, for a branch store at 596 Bloor St. West.

Woodley's Shoe Store, Hamilton, (Mr. C. M. Haist) advertises that their lease has been sold and they must vacate the store at 26 James Street North.

The Empire Shoe Company, Montreal, has been incorporated. The capital stock is \$20,000.

We are advised by the firm of Eugene Guay, Reg., Montreal, manufacturers of standard fibre board and leather counters, that Eutrope Guay has severed his connection as shareholder and traveller.

T. W. R. Hughes, who served overseas for two years and 7 months with the Third Battalion, recently opened a shoe repair store at 2119 Yonge Street, Toronto. He calls his shop "The Better Ole."

The Ballou Thread Company, Providence, R.I., have appointed R. M. Fraser, of Montreal, their sole Canadian representative.

Roy Graham has returned to the shoe department of the T. Eaton Company, Winnipeg, after serving two and a half years overseas. He is now assistant manager.

Stuart Anderson, who travels for the Blachford Shoe Manufacturing Company, Toronto, has moved his home to Kingston, Ont.

The first semi-annual convention of the Maritime Wholesale Shoe Association was held on August 8th, and was well attended. An address on "The Why and Wherefore of the Association" was delivered by the president, Mr. Feletwood; Mr. C. S. Sutherland spoke on "Things Salesmen Should Know About Leather and Shoe Construction"; Mr. W. R. Stewart delivered an address on "Rubber—From Forest to Foot" and Mr. Peter Doig spoke on "Salesmanship." An interesting entertainment program had been ar-

ranged, including a clam bake, baseball game, trap shoot and motor boat races.

The Dominion Rubber System recently held their annual picnic at Waterloo, Ont., with an attendance of close to 7,000. Arrangements by the company were very complete and the pleasures of the day were numerous. Fireworks and a dance in the evening until midnight concluded the outing.

J. I. F. Anthes, formerly with the Canadian Consolidated Rubber Company, Montreal, has opened a manufacturers' agency in that city, specialising in materials required for the rubber and leather shoe industries.

M. A. Desmond, for the past three years Canadian manager for the New Castle Leather Company, has resigned to take over the managership of the Fred, Rueping Leather Company's New York office.

H. A. Mahaffy, formerly with Gutta Percha and Rubber, Limited, Toronto, has opened three shoe repair shops at 106 Queen East, 298 Harbord Street, and 3058 Dundas Street. They will be known as the Premier Shoe Repair Stores, Limited, and the head office is at 106 Queen East.

Style reports from Paris announce the innovation of glace kid dresses and dresses trimmed with kid. It is said that gowns of perforated white leather will be popular for social functions.  $\frac{3}{4}$  velvet and leather is shown in combination—for example, a velvet costume with white kid vest. At the autumn fashion display just opened there were dresses of pale pink and white kid, trimmed with fur, and coats of the same combination.

Clarence Hill, Ben Wills, and Hector Boyce, just recently returned from overseas, are all back on the job in the main store of Rowland Hill's, London, Ont.

Gordon McFarlane, who was with Scott-Chamberlain, London, for some time, is now assistant manager of the London branch of Ames-Holden-McCready.

Gourlay & Company, of Kitchener, are negotiating with the town council of Acton, Ont., for certain concessions in connection with opening a shoe factory in that town.

J. A. Wilson, for nearly thirty years clerk in the shoe store of Wilson & Brothers, Napanee, Ont., (owned by his uncle,) has taken over the business and reports very flour-



ishing conditions. His receipts for the first two weeks in August show a very substantial increase over the same period last year. Mr. Wilson attributes his success in no small measure to the abandonment of the credit system. He carries a well selected stock, maintains a neat, attractive store and has splendid window displays.

Letters patent have been granted to the Rowan Boot Shop, Limited, Montreal. The capital stock is given as \$20,000. Mr. Patrick Rowan, of Toronto, is at the head of the company.

H. J. Johnson, who has conducted a retail shoe business at 278 College Street, for some time, has purchased for a branch store the business of T. H. Bigwood, 492 Bloor St. West, Toronto.

A. L. Dupont, of Dupont & Frere, Montreal, was a recent visitor to Toronto.

On August 28 Mr. J. A. Scott, leather merchant of Quebec and Montreal, entertained the shoe and leather trades of the city of Quebec at his country residence. There was a very large gathering, including Mr. W. A. Lane, the Montreal manager of the firm, and Mr. F. W. Knowlton, manager of the United Shoe Machinery Company of Canada, Montreal. After dinner, several brief speeches were made.

Dupont & Frere, Maisonneuve, have moved into their factory extension. This gives double their manufacturing capacity.

The employees of Bennett, Limited, manufacturers of fibre counters, Montreal, are now on an eight hour day instead of a ten hour day, this having been mutually arranged between the company and the men. The factory at Chambly, P.Q., is now run under a three shift system, each shift being of eight hours.

Jack Donovan, who severed his connection with the Palmer McLellan Company, of Fredericton, N.B., has gone to Woodstock, N.B., where he becomes the head of a newly organized company known as the Donovan Shoe Company. His son, George, leaves shortly for Montreal, where he will study medicine at McGill University.

Regarding proposed free trade with United States a number of shoe manufacturers in Quebec have circulated the following statement: "We, the undersigned, shoe manufacturers of Quebec, are opposed to the proposed reciprocity treaty with the United States, and are of the opinion that if this treaty passes, it will be the ruination of the shoe industry in Quebec and in Canada, and will bring about the closing of the factories in Quebec." (Signed) J. A. Duchaine, President of the Shoe Manufacturers' Association; The W. A. Marsh Co., Ltd., J. M. Larochelle; J. B. Drolet & Cie.; J. M. Stobo; The C. E. McKeen Co.; The Louis Gauthier Co.; Rock Shoe Manufacturing Co.; The James Muir Co.; O. Goulet; Tourigny & Marois; Lachance & Tanguay; Gale Brothers; Picher & Cie.; Elie Jobin, Ltd.; Eugene Thivierge; J. B. Lamontagne; The John Ritchie Co., Ltd.; J. E. Samson; The Poirier Shoe Co.; P. C. Lachance; The Solid Shoe Co.; J. S. Beaulieu.

E. T. Shoe Company, St. Hyacinthe, P.Q., has been re-organized under the title of La Maison Girouard, Ltd. Mr. Wilfrid Girouard is the president, Mr. Eugene Brais, vice-president and Mr. M. A. V. Blanchard treasurer.

The Routley-Braund, Limited, is the name of a new company formed in Peterboro to take over the business of the City Footwear Company. They are empowered to manufacture, buy and deal in shoes of all kinds. The capital stock is given as \$50,000.

The factory of the Mount Royal Rubber Co., Montreal, of which Mr. T. H. Rieder is president, is nearing completion.

Fire recently damaged the three storey warehouse and tannery of Wilfrid Cantin, St. Malo, Que.

P. Robitaille, Notre Dame St. West, Montreal, has been awarded the contract to supply the Montreal police with boots at \$7.60 per pair.

L. Erster has disposed of his interest in the Peterboro Shoe Store, 291 George Street, to J. Schwartz, who has had experience in the boot and shoe business in Toronto. Mr. Erster does not plan to leave Peterboro but will engage possibly in the jobbing business.

Singer's Fit-Rite Shoe Company, Limited, Ottawa, has been succeeded by Saxe's Boot Shop.

H. C. Arnold, of Geo. E. Boulter, Toronto, accompanied by Mrs. Arnold and their daughter, recently took a holiday trip through the Great Lakes district, including the Manitoulin Islands, the Soo, Port Arthur and Fort William. Mr. Arnold used to cover this ground and so renewed many old acquaintances.

Mr. Jarvis, president of the Hamilton Shoe Repairers' Association, was married recently.

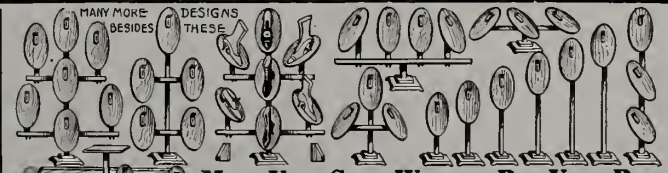
J. F. Scully has been appointed Canadian representative for the New Castle Leather Company, and will have his headquarters in Montreal. Mr. Scully has been assistant to the retiring Canadian manager for some time, and is well and favorably known in the trade. He will have as his assistant Charles R. Stephenson, Jr., who comes from the New York office of the company.

Herbert F. Kenworthy, president of Kenworthy Bros., Company, Stoughton, Mass., has been on a visit to Montreal in connection with the formation of a Canadian company, Kenworthy Bros. Co., Ltd., with a capital of \$250,000. A factory is being constructed at St. Johns, P.Q., for the manufacture of Kendex products, which, it is expected, will be in operation by December 1st. Mr. Horace D'Artois, Montreal, the representative in the province of Quebec, will be the sales manager. Kendex insoles are made of felt, and are utilized by the rubber companies as inner soles in canvas and tennis footwear; the products are also utilized in ordinary footwear as inner and middle soles.

**WANTED—OLD ESTABLISHED BUSINESS HOUSES** as district Agents in Canada, for the sale of Boot Polishes, Inks, Stains, Waxes, etc., for the Boot & Shoe Trade. Apply The Magic Polish Co., Ltd., Leicester, England, Established 1891, Government Contractors. 9-10

**WANTED—POSITION AS TRAVELLING SALESMAN** for the Maritime Provinces, with well established line. Married man, 36 years of age. Active, and can furnish A1 references re ability, habits, etc. A. B. C., Box 970, Footwear in Canada, Toronto. 7-t.f.

MANY MORE DESIGNS BESIDES THESE



**Make Your Show Windows Pay Your Rent**

Many Sales are made on the Sidewalk

**Window Display Fixtures**

A Wonderful set of Patented Interchangeable Window Display Fixtures for displaying Men or Women's Shoes. Set will give 10 Years Good Service in effective trade pulling window trim.

The Fixtures you see above are only a very few of the designs that can be set up with the full set, besides hundreds of standard fixtures can be set up.

Made of Oak, either Golden, Antique or Weathered Finish. Set is put up in a Hardwood Hinged Lid Storage Chest, a good place to keep the extra Younits not in use. There are thousands of sets in daily use.

<b>No. 101</b>	Set has 220 Interchangeable Younits For Large Windows,	<b>\$48.12</b>
<b>No. 101½</b>	Set has 110 Interchangeable Younits For Medium Windows,	<b>\$27.50</b>
<b>No. 101¼</b>	Set has 55 Interchangeable Younits For Small Windows,	<b>\$17.32</b>

Stock carried in Hamilton, Ont. Order direct or thru your jobber. Send for catalog. Patented and made in Canada.

**The Oscar Onken Co. 5950 Fourth Street Cincinnati, Ohio, U. S. A.**

# Superior



# Quality

## “LIFE-BUOY”

### RUBBER SOLED CANVAS FOOTWEAR

## 1920

## Spring Placing

## 1920

### New Ideas

Prices of Leather footwear are still soaring. The demand by the public for a greater volume of Canvas footwear in 1920 will be the result.



“ TUXEDO ”

### New Styles

We have prepared for this contingency by adding new lines that will give a wearing value, style and comfort, on a par with leather footwear.

During September our representatives will start out with a new range of samples, covering the entire Dominion. One of them will call on you in good time.

Do not place your order elsewhere until you have seen what our salesmen have to offer.

*Remember  
the Brand*



*Your  
Favorite Summer Line*

## THE KAUFMAN RUBBER CO. LIMITED

Head Office and Factory: - KITCHENER, ONT.



# Speed King Sales!



**T**HE splendid success of this superb line of rubber footwear places it high in the estimation of the dealers handling it. The closing retail season has given important evidence of the superiority of Speed King Footwear, and should be an influencing factor in your plans for the season of 1919-20. The season to come will bring still greater demands — prepare now.

See the Speed King Samples before placing your order for 1920.

**Any of the following wholesalers can supply you :**

Amherst Boot & Shoe Co., Ltd.,	Amherst, N.S.
Amherst Boot & Shoe Co., Ltd.,	Halifax, N.S.
E. A. Dagg & Company,	Calgary, Alta.
A. W. Ault & Company, Limited,	Ottawa, Ont.
White Shoe Company,	Toronto, Ont.
McLaren & Dallas,	Toronto, Ont.
The London Shoe Company, Limited,	London, Ont.
Kilgour, Rimer Company, Limited,	Winnipeg, Man.
The J. Leckie Company, Limited,	Vancouver, B.C.
James Robinson,	Montreal, Que.
Brown Rochette, Limited,	Quebec, Que.
T. Long & Brother,	Collingwood, Ont.
Dowers, Limited,	Edmonton, Alta.
Amherst Central Shoe Co.,	Regina, Sask.

## Independent Rubber Co., Limited

Merritton

Ontario

# A Special Offer to Shoe Retailers

12 ILLUSTRATION CUTS that will make your advertising get you results - **\$9.25**



This is one of the series of twelve attractive illustrations we are offering at the above low figure. These cuts will make your Fall and Xmas advertisements distinctive from others and will rivet attention to your store. Send for free proof-sheet of the entire series to-day.

**Canadian Advertisers Service**  
108 LANGFORD AVENUE  
TORONTO

# To the Trade-- Lambs Wool Soles

Anticipating the large demand for Wool Soles, now that the War Work Knitting is not required, and believing that women will return to their former occupation of Crocheting Slippers, which will require Wool Soles, we wish to call the attention of the Trade to our facilities for supplying promptly this class of goods in all grades, and well-known brands which we have been supplying to the trade for a number of years past.

Order early to meet the above demand. Prompt shipment on early orders.

**Wiley-Bickford-Sweet Co.**  
Hartford, Conn.

## "Claim" Beware of the word.

Its definition is clear—nevertheless it is often found intentionally applied in a misleading way.

There can always be a "doubt" about a claim, but a "GUARANTEE" is definite—it cannot be used ambiguously. Branded products of guaranteed merit are the Retailers surety and mainstay. Hawley's Hygienic British Black Dye for Cotton or Thread Stockings and Socks is guaranteed by Hawley's of Hinckley to be permanent, stainless and perspiration-proof.

Advertising has made these guaranteed claims known to the general public who have been made to appreciate this distinguishing mark.

**HAWLEY'S HYGIENIC DYE**  
WARRANTED  
STAINLESS & ACID PROOF

**Hawley's Hygienic Black**  
**British Dye**  
For Cotton & Thread Hose & Socks.  
Sole Dyers to the principal hosiery manufacturers  
**A. E. HAWLEY & CO., LTD.**  
Sketchley Dye Works, Hinckley, England.

In addition to the ever-recognized demand for a permanently fast black Dye on Stockings, Hawley publicity has created new business which can be taken advantage of by placing orders now for Cotton or Thread Stockings or Socks Hawley-dyed-Black—the guaranteed safe Hygienic Dye your customers want and need.

Summer Breeze in Kensington Gardens, London, Eng.



The Pasadena



*THE most acceptable compliment you can pay your customer is to provide him with merchandise of the highest standard.*

*Edwin Clapp & Son Inc.*  
ESTABLISHED 1853

EAST WEYMOUTH, MASS.

# A Better Line for the jobber

The quality and good workmanship which predominates in all our shoes for **Women, Misses, Children and Infants** makes them a profitable and easy selling line for the jobber.

## Gagnon, Lachapelle & Hebert

*Shoe Manufacturers*

55 Kent Street - - - - - Montreal



LARGEST Leather Remnant and Scrap Leather  
Dealers in the World

## UPPER LEATHER

Boxed Sides, Horse Fronts

Dull and Glazed Goat and Sheep Skins

We have Special Offerings from time to time in  
Remnant Stocks especially adapted to the needs  
of Canadian Shoe Manufacturers.

Spanish and Black Upholstery Remnants for  
Glove Trade

Varied and Large Supply Carried in Stock

Hat Sheep Remnants for Novelty Trade

Various Kinds of Leather for Suspender Trade

# The C. G. Flynn Leather Co.

107 South Street, BOSTON, Mass.

*Patented*  
*Dec. 30th, 1913*

*Patented*  
*Oct. 26th, 1915*

## *Vulco-Unit Box Toe*



Adopted by far sighted shoe manu-  
facturers as the only solution for all  
their Box Toe troubles.

*Absolutely Water-proof and Perspiration-proof*

# BECKWITH BOX TOE LIMITED

Sherbrooke, Quebec, Canada

# Shoes For Children

Manufactured with the idea of allowing freedom and growth to little feet.

A serviceable shoe for active youngsters, constructed to give exceptional wear.

A profitable line for the retailer—offering generous profits and rapid turnover.

We  
Sell  
the  
Jobbers

**Children's Shoe Mfg. Co., Limited**  
11 Belleau St. - - - Quebec City



# Hydro City Shoes

The outstanding feature of this splendid staple line for men is *strength*. It is made of solid leather, strongly fashioned by good workmen into a shoe, which, by reason of its reliability, has grown strong as a sales maker. Strengthen your stock by handling Hydro City Shoes for men and boys.

**HYDRO CITY SHOE MFRS.**

Limited

KITCHENER

ONTARIO

## ALPHABETICAL LIST OF ADVERTISERS

Aird & Son . . . . .	22	Edwards & Edwards . . . . .	86	Narrow Fabric Company . . . . .	73
Ames-Holden-McCready . . . . .	26	Eureka Shoe Company . . . . .	76	National Cash Register Company..	83
Armstrong, W. D. . . . .	74	Flynn Leather Co., C. G. . . . .	70	New Castle Leather Company . . . .	88
Beckwith Box Toe Company . . . . .	70	Fortuna Machine Company . . . . .	88	Oscar Onken Company . . . . .	65
Bennett Limited . . . . .	5	Franklin Machine Co. . . . .	86	Panther Rubber Company . . . . .	Cover
Boot and Shoe Union . . . . .	87	Freeman, Louis G. . . . .	88	Perfection Counter Co. . . . .	78
Borne, Lucien . . . . .	77	Gagnon, Lachapelle & Hebert . . . .	69	Perkins & McNeely . . . . .	74
Boston Blacking Company . . . . .	72	Globe Shoe Company . . . . .	79	Plant, Thos. G. . . . .	20-21
Breithaupt Leather Co. . . . .		Goodyear Tire & Rubber Co. . . . .	75	Ritchie, John . . . . .	7
Brodie & Harvie . . . . .	86	Hawley & Co., A. E. . . . .	68	Regal Shoe Company . . . . .	1
Canadian Advertisers Service . . . . .	68	Henwood & Nowak . . . . .	74	Robinson, James . . . . .	8-9
Canadian Consolidated Rubber Co. 3-32		Hinde & Dauch Paper Company . .	86	Saba & Co., C. A. . . . .	73
Canadian Footwear Co. . . . .	10	Hydro City Shoe Manufacturers . .	71	Samson Enr., J. E. . . . .	77
Champion Shoe Machinery Company	89	Independent Rubber Company . . . .	67	Scholl Mfg. Co. . . . .	13
Children's Shoe Mfg. Co. . . . .	71	International Supply Co. . . . .	17	Shoe & Leather Fair . . . . .	14
Clapp, Edwin . . . . .	69	Kaufman Rubber Co. . . . .	66	Slater Shoe Company . . . . .	19
Clark Bros. . . . .		Kelly, Thomas A. . . . .	84	Snubbers Shoe . . . . .	12
Clark, Edwin G. . . . .	74	Kenworthy Bros. . . . .	91	Spaulding & Sons, J. . . . .	11
Clarke and Co., A. R. . . . .	92	King Bros. . . . .	74	Standard Kid Mfg. Company . . . .	4
Cleland, Regd., James . . . . .	85	La Duchesse Shoe Company . . . . .	78	Sisman Shoe Company . . . . .	80
Cote & Son, A. A. . . . .	85	Lamontagne Racine & Co. . . . .	84	Taylor-Forbes Co. . . . .	73
Cote, J. A. & M. . . . .	79	Landis Machine Company . . . . .	84	Textile Mfg. Company . . . . .	73
Daoust-Lalonde & Company . . . . .	6	Lang Tanning Co. . . . .	15	Tetrault Shoe Mfg. Co. . . . .	30-31
Dorothy Dodd Shoe Co. . . . .	28-29	Legace & Lepinay . . . . .	85	Thompson Shoe Company . . . . .	76
Duchaine, Ludger . . . . .	78	Marsh Company, Wm. A. . . . .	23	United Shoe Machinery Co., Ltd.	82-90
Duchaine & Perkins . . . . .	80	Miner Shoe Company . . . . .	16	United States Hotel, Boston . . . .	77
Duclos & Payan . . . . .	18	Miner Rubber Company . . . . .	24-25	U. S. Specialty Mfg. Co. . . . .	85
Dunlop Tire & Rubber Goods Co. 81				Westcott Whitmore Company . . . .	27
				Wiley, Bickford & Sweet . . . . .	68

# MADE   IN   CANADA

Our line of Channel Cements, Sole Laying Cements, Chrome Cements, and Surefold is a quality line.

The first consideration given to their make-up is QUALITY.

You may depend on them being as good a Cement as can be made.

## **Boston Blacking Company**

152 McGill Street, MONTREAL, Canada



There's Money for you  
in this new lace

Nufashond quality — the  
best that can be made.  
And the margin of profit  
is surprisingly liberal.

*Ask your jobber  
Or write us for samples*

The Narrow Fabric Co., Reading, Pa.

Makers of the Famous Nufashond  
Fabric Tip Shoe Laces



# BOOTS AND SHOES

## C. N. SABA & COMPANY

84 & 86 Wellington Street W. - Toronto



*Up-to-date  
Jobbers of  
Boots & Shoes*

Splendid selection  
of latest styles in  
men's, women's  
and children's for  
Spring and Summer  
wear at lowest  
prices.

*Our Travellers are now on their re-  
spective territories with full lines.  
Your kind inspection of same will  
be appreciated.*

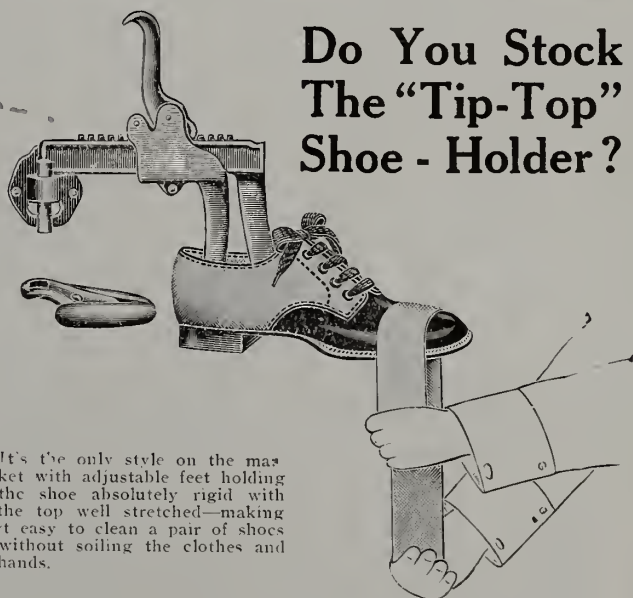
# SHOE LACES

MADE IN  
CANADA

*Supply  
Shoe Manufacturers and Wholesale Trade  
only*

**Textile Manufacturing Co., Ltd.**

439 Wellington Street West  
TORONTO



It's the only style on the mar-  
ket with adjustable feet holding  
the shoe absolutely rigid with  
the top well stretched—making  
it easy to clean a pair of shoes  
without soiling the clothes and  
hands.

Patented in Canada, U.S.A. and Great Britain.

Finished in Dull Nickel or Polished Nickel as required.  
Packed one set in Carton—one dozen sets in Case.

They sell to shoe shine parlors and also to the man who  
cleans his own shoes.

If you don't stock them send a sample order and show them  
to your customers—you will be pleased with the result.

Manufactured by  
**TAYLOR-FORBES COMPANY, Limited**  
GUELPH TORONTO MONTREAL VANCOUVER



*Pan American*  
**KID**

Seal Brown and Black

**Perkins & McNeely**  
Philadelphia

Canadian Representative—

**Ed. R. LEWIS**  
45 Front St. E., TORONTO



Wishes to announce that he is now permanently located in Montreal, where he will handle catalog illustrating for the shoe trade.

**222 CRAIG STREET W.**  
**MONTREAL**

# Henwood & Nowak Inc.



**BLACKS**  
and  
**COLORS**



**95 South Street - BOSTON, MASS.**

Tannery : Wilmington, Delaware, U.S.A.



THE **KING BROTHERS CO., LIMITED** Established 1863  
WHITBY, ONTARIO

Manufacturers of

**Chrome, Combination and  
Bark Tanned  
Side Upper Leathers**

Ooze, Flexible and Wax Splits for Home and  
Export Trade



## What thoughts do YOU use in selling shoes?

**D**O you sell comfort? Then Neolin is the biggest comfort feature ever built into a shoe slip-resisting, flexible, waterproof.

Do you sell long wear? Then Neolin's millions of enthusiasts lend support to your argument.

Do you sell value? Then Neolin branded on the sole is a mark of known quality. It gives your price a definite meaning.

Do you sell style? Manufacturers now finish Neolin for appearance and smartness on fashionable lasts.

No matter whether you are ordering for stock or for fall sorting, see that the shoes you buy are shoes that back up your selling arguments.

Don't be misled into accepting a substitute.

Order a quantity—the bigger part—of your stock equipped with Neolin soles and see that you get Neolin--N-e-o-l-i-n.

**The Goodyear Tire and Rubber Co. of Canada Limited :: Toronto**

# Neolin Soles

# HARRY E. THOMPSON

## *To the Jobbers:*

In addition to my other agencies I have just completed a contract for the exclusive Canadian Agency for

## The Creedon Exporting Co.

of Boston

When you are in Montreal buying your spring samples, etc., I will appreciate an opportunity of showing you this line of merchandise which consists of Misses', Childs' and Infants,' also Boys', Youths' and Little Gents' McKays. It will pay you to investigate.

# HARRY E. THOMPSON

*Manufacturers' Agent*

10 Victoria St., MONTREAL

# “EUREKA”

## To the Jobbing Trade only



No. 924 Black Kid  
No. 925 Brown Kid

Our new 9" Black and Brown Kid bals. They are well constructed and are money makers.

Write our Sales department  
**Am-Bri-Can Distributors**  
64-68 Adelaide St. E., Toronto  
for up to the minute prices on  
our lines

**EUREKA SHOE CO., LIMITED**  
THREE RIVERS, QUE.

**The United States Hotel,** Beach, Kingston  
and Lincoln Streets  
**BOSTON, MASS., U. S. A.**

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.  
Good, comfortable rooms, unexcelled cuisine, and reasonable rates.  
American and European plans. Send for circulars.

**TILLY HAYNES, Proprietor**

**JAS. G. HICKEY, Manager**

**JOBBERS**  
**HOCKEY BOOTS**



Our Hockey Boots have extensive sales and supply a wide demand at a reasonable price. The quality and workmanship put into their manufacture insure a first-class product on which you can realize a large and profitable turnover. Write us for samples.

**J. E. SAMSON ENR.**  
**QUEBEC**

**Middle and Western Canada**  
**Demands the Best**  
**in Footwear**

To successfully introduce your lines and maintain a satisfactory business you must interest the General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.



Over 33 years in its field

**"CANADA'S GREATEST TRADE PAPER."**

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

**SURFACE KID** IN BLACK and COLORS

Beautifully pliable and with glove-like grain—Surface Kid is particularly suitable for dressy shoes. It rivals the beauty of Real Kid and is very much cheaper.

Made in black and colors and sold at attractive prices. Send to-day for samples.

**BUTTS IN GUN METAL, DULL, GLAZED CABRETTAS, GLAZED KID, SHEEPSKINS**

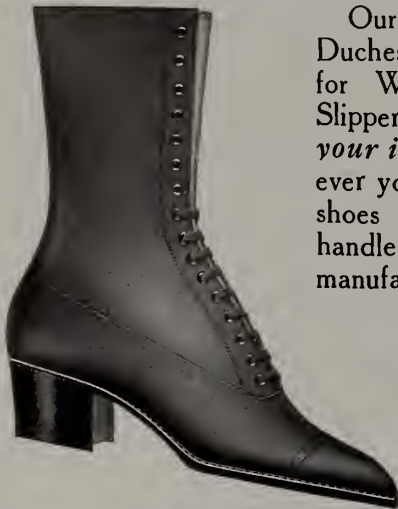


Head Office  
491 St. Valier St., Quebec

**LUCIEN BORNE**

Montreal Office—225 Lemoine St.

**JOBBER  
ONLY**



*Very Attractive*

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



**"La Duchesse" Shoe Co.**

Registered  
M O N T R E A L



**This  
is the  
Real  
One**

The shoe fibre counter is worth two cents a pair only, but it will be worth dollars to you if you use the right one.

**Try the "Perfect"**

It will put quality into your shoes and give them a good appearance, because it will stand the most strenuous wear, and give you the best fit obtainable.

THE MOST ECONOMICAL COUNTER  
ON THE MARKET

**Perfection Counter Limited**

699 Letourneux Ave. Cor. Ernest St.  
Montreal

**For  
the  
Jobbers**

**You Should Know  
our lines of**

Men's, Women's, Youths' and Boys' Welts and Medium McKays, felt and rubber soled shoes.

A quality line of stylish and serviceable footwear worthy of your attention that will bring you adequate profits.

**LUDGER DUCHAINE**

**593 St. Valier St.**

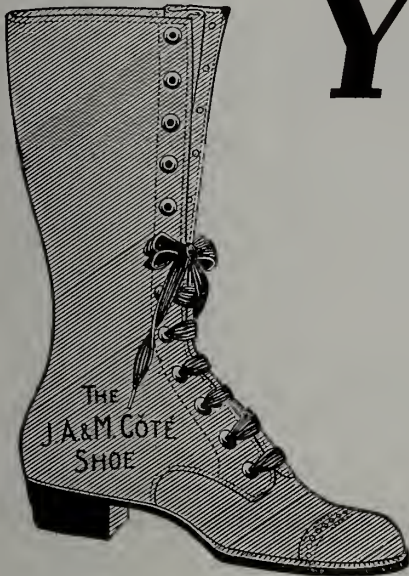
-

**Quebec**

# STURDY MASCULINITY

*That is the point about*

# YAMASKA



shoes which appeals so strongly to men who do things—the men who demand comfort and quality in everything they wear.

Yamaska shoes are manufactured from the best of leather and designed with the idea of giving exceptional wear-service and foot-comfort.

They are

## LEATHER ALL THE WAY THROUGH

Every sale of Yamaska means a satisfied customer—a factor in developing good will and increasing sales.

La Compagnie

# J. A. & M. COTE

St. Hyacinthe, Quebec

# It's a feature



in our footwear for misses, girls, children and infants

# The Globe Pillow Welt

specially designed to provide comfort and ease for growing feet.

The welt—a genuine Goodyear—is sewn right into the sole. Two features which make these shoes so popular—a soft cushion sole and a waterproof cork filling between the inner and outer sole.



# GLOBE SHOE LIMITED

Factory TERREBONNE, QUE.

Selling Agents

L. H. PACKARD & CO., LIMITED  
MONTREAL, P.Q.

# “The Best Everyday Shoes”

Not for only an occasion but  
for every day in the year

## “The Aurora Lines”

In sharp demand from one season to another, Aurora Footwear commands a steady flow of sales from July to January, and back again. The dealer does not have to await timely conditions to place them before his customers. The market is always open, and all conditions are timely for the sale of “The Best Everyday Shoes.”

**Sisman Shoes are always safe stock**

# The T. Sisman Shoe Co., Limited

Aurora ∴ Ontario

# Worthy of Your Attention Our McKays



for men, boys, women, misses and children

The quality, style, wear service, of these lines of popular priced footwear is enough to merit the endorsement of any progressive jobber.

## Duchaine & Perkins

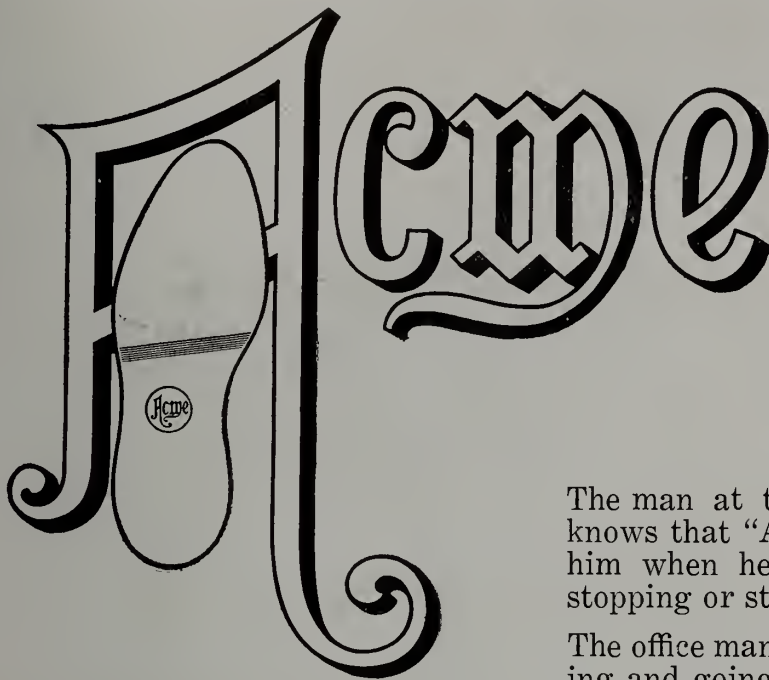
### QUEBEC

Montreal Sample Room

E. T. Bank Bldg.,

St. James St.





All Your  
Customers  
Can be  
Acme "Sold"

The man at the wheel of the automobile knows that "Acme" Soles will never worry him when he is concerned about sudden stopping or starting.

The office man, wearing "Acme" Soles, coming and going easily with a springy, silent tread, adds his quota to the elimination of

unnecessary noise, and, at the same time, experiences an exceptional degree of foot comfort.

"Acme" Soles, so suitable to business men, are just as popular with their households.

Children love to skip about on "Acme" Soles.

Young girls relish the freedom which "Acme" Soles ensure from that embarrassing squeak.

"Boys will be (quieter) boys" when "Acme" shod.

The older people, likewise, enjoy the security from slipping which "Acme" Soles provide on wet or slippery streets.

"Acme" Soles are economical, too, for they outwear leather. They will not crack, nor dry out, nor rot. They are damp proof and suitable alike for town and country wear. For camping out, or holidaying, in rocky places where the footing is insecure, "Acme" Soles are ideal.

ALL SIZES AND VARIOUS THICK-  
NESSES. COLORS: BLACK, WHITE  
and TAN. ALSO SUPPLIED IN  
SHEET FORM.

**Dunlop Tire & Rubber Goods Company, Limited**

Head Office and Factories, TORONTO

BRANCHES IN THE LEADING CITIES



# USMC SHARPENING STONES



MANUFACTURED SPECIALLY  
for the  
**SHOE TRADE**

A STONE FOR EVERY PURPOSE,  
A PURPOSE FOR EVERY STONE.

Save Time and Money by obtaining Sharpening Stones  
from US.

**United Shoe Machinery Company of Canada, Limited**  
MONTREAL

**TORONTO**

90 Adelaide Street West,

**KITCHENER**

179 King Street West,

**QUEBEC**

28 Demers Street,



## The world's bookkeeper

**M**ODERN National Cash Registers are recognized throughout the world as labor-saving machines.

They are used wherever money is handled and accounts kept—in every line of business, in all parts of the world.

National Cash Registers are the result of 35 years of study and invention.

To make them requires 7,100 people, 21 buildings, 40 acres of floor space, and 2,475 patents covering 35,000 claims.

**Considering workmanship, materials, and what it does, the National Cash Register is the lowest priced piece of machinery in the world.**

The National Cash Register Company of Canada, Limited

Factory: Toronto, Ontario

**BRANCH OFFICES:**

Calgary ..... 714 Second Street, W.  
 Edmonton ..... 5 McLeod Bldg.  
 Halifax ..... 63 Granville Street  
 Hamilton ..... 14 Main Street, E.  
 London ..... 350 Dundas Street  
 Montreal ..... 122 St. Catherine Street, W.  
 Ottawa ..... 306 Bank Street

Quebec ..... 133 St. Paul Street  
 Regina ..... 1820 Cornwall Street  
 Saskatoon ..... 265 Third Avenue, S.  
 St. John ..... 50 St. Germain Street  
 Toronto ..... 40 Adelaide Street W.  
 Vancouver ..... 524 Pender Street, W.  
 Winnipeg ..... 213 McDermot Avenue



## COUNTERS BOX TOES and INNER SOLES

Our union and all leather, flexible inner soles are better than ever, with no change in prices. Try them and be convinced.

**LAMONTAGNE, RACINE & CO.**  
115 ARAGO ST.  
QUEBEC

## KELLEY KID

*LEADS THEM ALL  
in Uniformity,  
Fine Texture, Wearing Qualities and Finish*



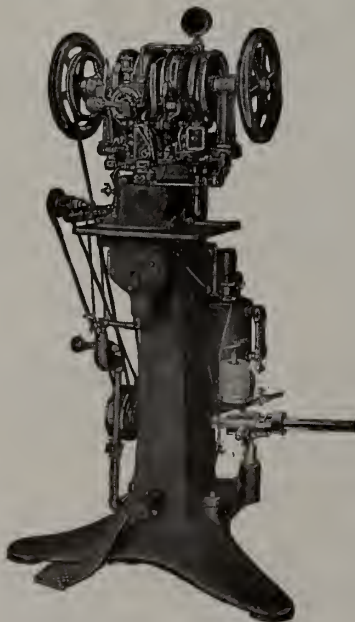
In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

**Thomas A. Kelley & Co.**  
Tannery and Main Office, LYNN, MASS.

Selling Agents:  
**ROUSMANIERE, WILLIAMS & CO.**  
87-93 Lincoln St., BOSTON, MASS.

## Landis Outfits are Money-Makers

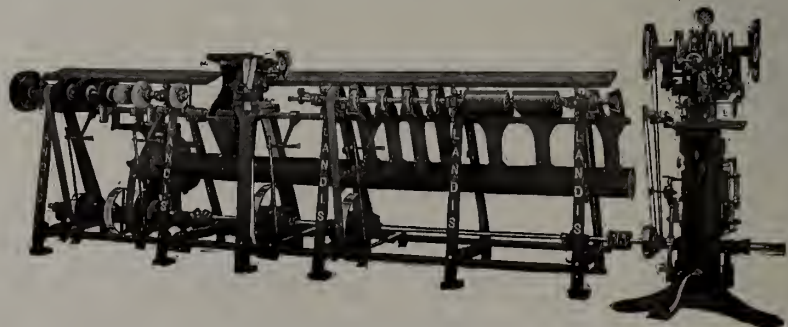


Landis No. 12 Shoe Stitcher.  
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to  
Landis Model 25 Finisher.

**Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.**



Model No. 2 for A & B widths  
Model No. 3 for C & D widths

## Let Us Help You With Your Window Trimming

"AJUSTO" BOOT TOP FORMS are indispensable for a good window trim. They work all day for business, making your shoes more attractive. Adjusted in your shoes in a jiffy. Simpler and handier than any form yet devised—no springs to get out of order or screws to adjust. Every dealer needs them. They multiply the attractiveness of your windows by giving your footwear that smart, snappy, smooth, graceful appearance. Place an "ADJUSTO" in every shoe you display. Order enough for your windows to-day. Price \$3.00 per dozen, f.o.b. Pittsburg, Kansas. If your jobber cannot supply you, order direct.

U. S. SPECIALTY MFG. CO., Pittsburg, Kansas, U. S. A.  
(Remember it's KANSAS)

## PERFECT WOMEN'S McKAYS

The product of a factory where years of experience have been spent in producing a high class woman's shoe—where the McKay process has been developed to perfection.

Our lines for

### MENS, YOUTHS AND BOYS

are also representative of high class footwear, reasonably priced and worthy of a place in any stock where leading lines predominate.

A  
Profitable  
Line  
For  
The  
Jobber

## LAGACE & LEPINAY

22 ST. ANSELME STREET

QUEBEC

Largest Manufacturers in Canada

—of—

## STEEL DIES

for

Shoe and Rubber Manufacturers

Prompt  
Service

Guaranteed  
Work

JAS. CLELAND, REGD.

16 St. George St., Montreal



### Our McKay Sewed and Standard Screwed Shoes

will stand plenty of hard wear. Made on foot-fitting lasts that will give comfort to the wearer and are durable. The range includes—Men's, Boys', Youths', Little Gents', Children and Infants' Black and Beaver Brown Box Kip. Your jobber will quote you prices, or write us direct.

A. A. COTE & SON, Limited

Successors to St. Hyacinthe Soft Sole Shoe Co. Limited  
ST. HYACINTHE, QUEBEC

## Edwards & Edwards

TANNERS  
OF

# SHEEPSKINS

FOR

Shoes, Gloves, Saddlery  
Upholstering  
Bags and Suit Cases  
Bookbinding  
Fancy and Novelty Goods  
Skivers  
Embossed Leathers  
Etc., Etc.

## EDWARDS & EDWARDS

Head Office and Sale Rooms Tanneries  
27 Front E. Toronto Woodbridge, Ont.

Quebec and Maritime Provinces

Represented by

JOHN McENTYRE LTD. 28 St. Alexander St.  
MONTREAL, QUE.

The Best and Most Durable  
Shoe Laces Are Made

With Our

## Power Shoe Lace Tipping Machines

Textile and Special Machinery  
Harris-Corliss Steam Engines

*Send for Catalogue*

## The Franklin Machine Company

Engineers Founders Machinists

189 Charles Street, Providence, R.I.

**THICK  
OR  
THIN**

*It's free from lumps*

## Brodie's Patent Flour Paste

has all the attributes of a perfect paste: strong adhesive qualities, is clean, and can be reduced for very fine work by simply adding water. We would like to send you samples and prices.

*Write us to-day*

## Brodie & Harvie

Limited

14 Bleury St. MONTREAL

We Can Save Money for You on Your  
Shipping & Packing

## H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.

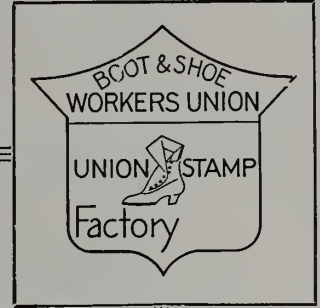
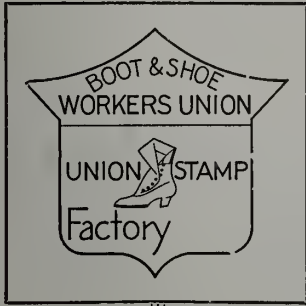


The Hinde & Dauch Paper Co.

of Canada Limited

TORONTO

ONTARIO



## **A Marked Distinction**

To the Union man and his family the stamp of the Boot and Shoe Workers' Union is an indelible mark of distinction.

It distinguishes the one and only shoe acceptable for the Union man and his family.

Hence retailers who carry Union Stamp footwear carry shoes that meet the demands of all the people all the time.

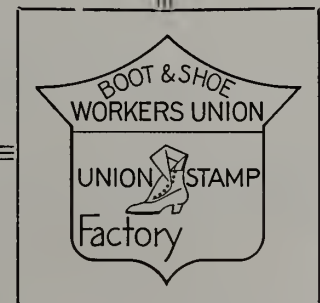
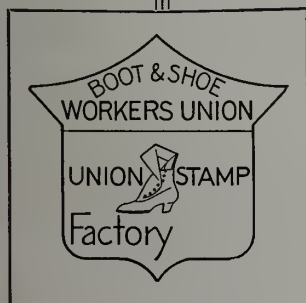
Failure to carry Union shoes is to neglect the trade most valuable to the development of your business—the trade of the wage earner, the Union man.

### **Boot and Shoe Workers' Union**

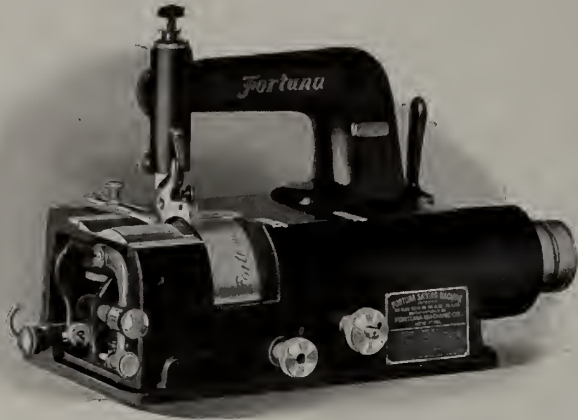
Affiliated with the American Federation of Labor

246 SUMMER STREET BOSTON, MASS.

COLLIS LOVELY, Gen. President  
CHAS. L. BAINE, Gen. Sec'y-Treas.



## *Fortuna* Skiving Machine



For Manufacturers who Skive Leather, Felt,  
Cork, Rubber or Paper

Used extensively by Manufacturers of  
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE  
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

**Fortuna Machine Co.**

127 Duane Street - NEW YORK

## Jobbers Should Note!

## New Castle

## Quality Kid

Supplies either glazed or natural  
surface, black or colored, this  
famous product is always reliable  
and uniform in quality.

Quantities shipped promptly.  
Samples supplied.

Canadian Agents for  
**FRED RUEPING LEATHER CO.**  
Calf and Side Leathers, Ooze Splits and  
Barrett & Co. Skivers.

## New Castle Leather Co.

NEW YORK

Canadian Branch:—335 Craig St. W., Montreal  
Factory:—Wilmington, Del., U. S. A.

## For Speed and Accuracy

This

# LOUIS HEEL Breast Trimmer

is without an equal. It finishes the Heel Breast  
from edge to edge eliminating all hand work  
and rough scouring. Leather board heels can  
be trimmed just as easily as those with leather  
seats, and without pulling out pieces of the heel  
at the side. This Trimmer is one of the most  
profitable machines you can install, because it  
simplifies and speeds up production.  
Let us demonstrate its value to you.



## The Louis G. Freeman Co.

CINCINNATI, OHIO, U.S.A.

Canadian Representatives: **INTERNATIONAL SUPPLY CO.**  
KITCHENER, ONT. MONTREAL, QUE.



# A Shoe Merchant With a Champion Shoe Repair Department, said



Every customer for a new pair is a prospect for the repair department.

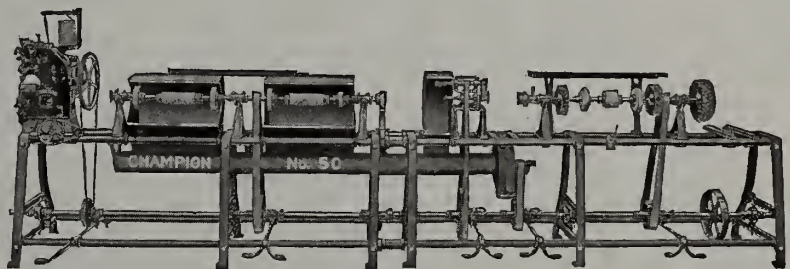
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion  
Machines are  
sold outright  
(no royalty)  
for cash or  
on monthly  
payments.**



Universal Model Curved Needle and Awl Shoe Stitcher—heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types  
in use—That means MERIT and QUALITY.**

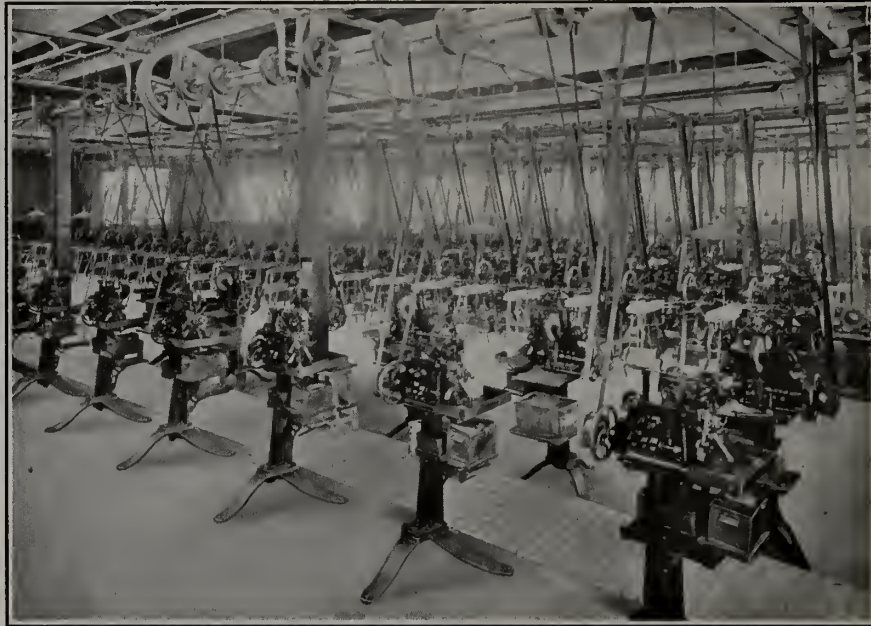
The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

**CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.**

Please send me particulars about a shoe store repair department.

Name ..... Street .....  
City ..... State .....



# STILL PEGGING AWAY

on



## KLEAN KUT PEGGING NAILS

The most popular nail used by the

### SHOE REPAIR TRADE

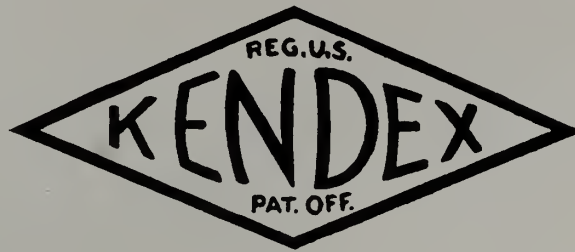
for attaching light weight soles. Let us send you samples and prices.

UNITED SHOE MACHINERY CO. OF CANADA, LIMITED  
MONTREAL

90 Adelaide St. West, TORONTO

179 King St. West KITCHENER

28 Demers St., QUEBEC



# INSOLES

**Kendex** has the added qualities for an Insole which gives satisfaction and comfort to the wearer ; conforms to the foot ; is of uniform flexibility ; will not shrink, swell or check and prevents calloused feet ; is **fast color** ; made in all weights, worked dry and sold in sheets or rolls.

**Kendex** is made in Oak, White and Black colors. Makes an excellent middle sole ; trims to a clean edge, and is a **non-conductor**.

**Felt** of every description for shoe manufacturers.

**Heel Pads** cut from several qualities of white felt, also all colors of Combined Imitation Leather and Felt. Our facilities mean service to you at a **minimum** cost.

## KENWORTHY BROS. COMPANY

STOUGHTON, MASS.

Represented in the Province of Quebec by HORACE D'ARTOIS, 224 Lemoine St.. Montreal



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**A. R. CLARKE & CO.**  
LIMITED

MONTREAL, TORONTO, QUEBEC

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**C**LARKE'S Patent gives the shoe authority to command sales. It gives the dealer assurance to guarantee service; and it gives the customer satisfaction which is an invitation for her to call again.

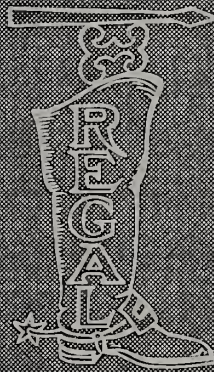


**CLARKE'S**

# Footwear

## In Canada

Spring  
styles  
Number



*Consistent  
with the  
Name*

Regal Shoe  
Company  
Limited

42-44  
Bathurst Street  
TORONTO



# "PANTHER"

**P**ANTHER Guaranteed Composition Soles are made from a secret combination of materials. They are a wear resisting and tenacious sole that will out-wear the best of leather.

The stitches never pull out of Panther Guaranteed Composition Soles.

Panther Rubber Heels are suitable companions for the Composition Soles.

## Panther Rubber Co.

Limited

Sherbrooke, Que.





**FLEET FOOT**

# The Complete Line The Advertised Line

FLEET FOOT is not only the most varied and most complete line of Outing and Sport Footwear for Spring and Summer, it is also the one line that is advertised all over Canada.

FLEET FOOT gives you styles and sizes for men, women and children, and our national, consistent and persistent advertising creates a demand for FLEET FOOT and helps you to increase your sales.

FLEET FOOT Samples for 1920 are ready. Be sure to see them before ordering.

## Dominion Rubber System Limited

Head Office - MONTREAL

Service Branches At

Halifax,  
St. John,  
Quebec,  
Montreal,  
Ottawa,

Toronto,  
Hamilton,  
Brantford,  
Kitchener,  
London,

North Bay,  
Fort William,  
Winnipeg,  
Brandon,  
Regina,

Saskatoon,  
Calgary,  
Lethbridge,  
Edmonton,  
Vancouver,  
Victoria.

## PRICES

The price of a grade of kid leather is not definite unless the quality of the grade is definite and uniform.

By maintaining a definite standard and quality for each grade, our prices are definite.

It always has been our policy, and it always will be, to sell our leather not for as much as we can get, but as reasonably as we can.

By following this principle, we have been able to increase our production to 1200 dozen daily, and it is still increasing.

**Vode**, the brand name for the better grades of Standard Kid, is being advertised nationally.

COLOR 18—FIELD MOUSE  
COLOR A—HAVANA BROWN

are in popular demand. **Vode** is guaranteed to be colored through with pure dyes. It is not coated with a pigment or paint finish.

## STANDARD KID MFG. CO.

MANUFACTURERS OF BLACK AND COLORED GLAZED KID AND PATENT KID

207 SOUTH STREET, BOSTON, MASS., U. S. A.

NEW YORK OFFICE, 610 TRIBUNE BLDG.

Factories, Wilmington, Del.

Branch Offices:

New York, Philadelphia, Rochester, Cincinnati, Chicago, St. Louis, Montreal.





# PEP

# BENNETT

---

TRADE MARK

## DEPENDABLE COUNTERS



They give your shoes that **added appearance**.

Their quality ensures **added wear** with real comfort to the feet.

Your shoes must have **pep** to sell on sight ; they must retain that pep under strain of wear.

BENNETT Counters will do it.

**They must make good or we will.**

ONTARIO OFFICE  
28 King St. East  
Kitchener

BENNETT LIMITED  
MAKERS OF SHOE SUPPLIES  
CHAMBLY CANTON, P.Q., CANADA

SALES OFFICE  
59 St. Henry Street  
Montreal

*Made in Canada by the largest shoe fibre makers in the British Empire.*



# Footwear Headquarters



From coast to coast, Ames Holden McCready Limited is Headquarters in Canada, not only for leather shoes but for

## Rubbers Canvas Footwear Tennis *and* Outing Shoes Felts

The normal requirements of every Canadian retailer can be supplied by this company.

More than 5,000 retailers already appreciate the convenience and economy of concentrating their purchases with a house which can and will give prompt and dependable stock service on all varieties of footwear.

## AMES HOLDEN McCREADY

LIMITED

T. H. RIEDER, President

*"Shoemakers to the Nation"*

HALIFAX	ST. JOHN	QUEBEC	MONTREAL	OTTAWA	TORONTO	LONDON
WINNIPEG	REGINA	CALGARY	EDMONTON	VANCOUVER		



*The*  
**JOHN RITCHIE**  
**COMPANY LIMITED**

**MAKERS OF**  
**MEN'S SHOES**  
**QUEBEC**



# CLARK'S McKAY SHOES

Have character entirely of their own. Just the something that appeals to the ladies who want nifty glove fitting shoes.

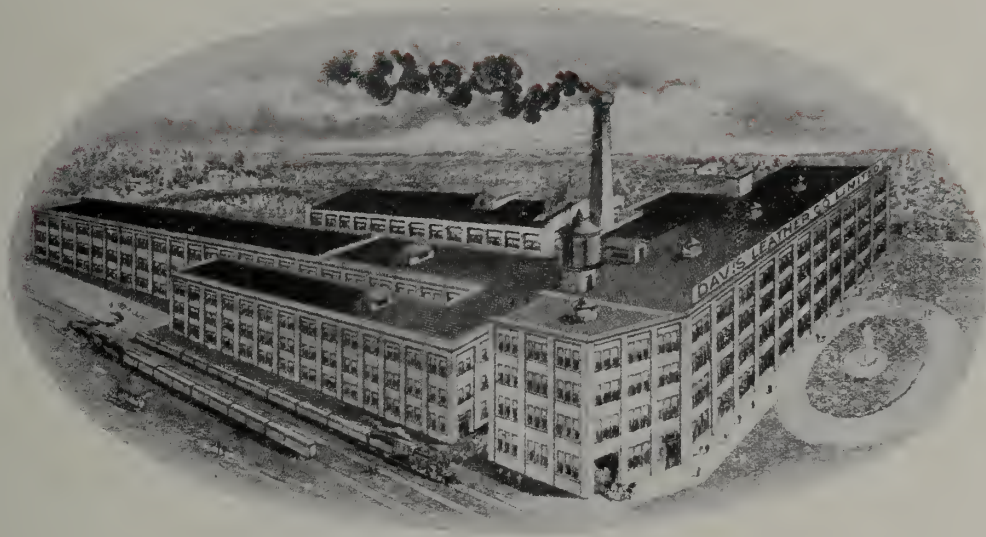
This distinctiveness about our shoes is the result of expert knowledge of the McKay process, and a determination to keep abreast of the times in the production of up-to-date high-grade footwear.

## CLARK BROS. LIMITED

ST. STEPHEN, N.B.

Manufacturers of Ladies' McKay Shoes

# DOMINION CALF



Uniform Always  
with  
Highest Cutting Value  
constituting  
Greatest Economy  
and  
Perfect Quality

**Davis Leather Co., Ltd.**  
NEWMARKET,  
ONTARIO

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# The Secret of lies in the

Good shoes wear out some time, but you can't afford to have your shoes outlast their counters.

The D. & P. Counter is guaranteed to  
**OUTLAST THE SHOE.**



**The D. & P. Canadian Made Fibre Counter**

## Fibre Counters, Upper

These are our main specialties. Many manufacturers have been depending on us for years to keep their factories supplied.

# DUCLOS

Tannery & Factory,

St. Hyacinthe, P.Q.

ED. R. LEWIS, 21 Scott St., Toronto  
*Ontario Selling Agent*

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# Successful Shoes counter

The fact that D. & P. Counters have been used consistently by Canadian manufacturers of High Grade Footwear testifies to their reliability.

Insistence on the highest grade materials and faultless workmanship enables us to make our guarantee.

## Leathers, Sole Leathers

We have made satisfactory deliveries in the face of prevailing uncertainties in the shoe and leather business. We are in a position to handle your orders, too.



The Duclos & Payan Tannery and Factory  
where the D. & P. Fibre Counters  
are made

# & PAYAN

Sales Office & Warehouse  
224 Lemoine St., Montreal

RICHARD FRERES, Quebec  
*Selling Agents for Quebec City*

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H. O. McDOWELL

H. N. LINCOLN

# INTERNATIONAL SUPPLY CO.

IMPORTERS  
MANUFACTURERS



JOBBERS  
SALES AGENTS

EASTERN BRANCH  
401 CORISTINE BUILDING  
MONTREAL

**SHOE MACHINERY, FINDINGS  
AND FACTORY SUPPLIES**  
THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

MAIN OFFICE AND FACTORY  
37 FOUNDRY ST. S.  
KITCHENER

## Representing

American Lacing Hook Co.  
Waltham, Mass.  
Lacing Hooks and Hook  
Setting Machines

Armour Sand Paper Works  
Chicago, Ill.  
Crystolon Paper and Cloth  
for Buffing and Scouring

Boston Leather Stain Co.  
Boston, Mass.  
Inks, Stains, Waxes, etc.  
Cyclone Bleach

The Ceroxylon Co.,  
Boston, Mass.  
Ceroxylon, the Perfect  
Liquid Wax

Dean Chase Co.,  
Boston, Mass.  
Shoe Goods, Cotton  
Thread

The Louis G. Freeman Co.,  
Cincinnati, O.  
Shoe Machinery

Hazen, Brown Co.,  
Brockton, Mass.  
Waterproof Box Toe  
Gum, Rubber Cement

Lynn Wood Heel Co.,  
Keene, N.H.  
Wood Heels and Die  
Blocks.

Markem Machine Co.,  
Boston, Mass.  
Marking and Embossing  
Machines, Compounds,  
Inks, etc.

M. H. Merriam & Co.,  
Boston, Mass.  
Binding, Staying, etc.

Puritan Mfg. Co.,  
Boston, Mass.  
Wax Thread Sewing  
Machines  
Poole Process for Good-  
year Insoles

The S. M. Supplies Co.,  
Factory Supplies,  
Needles, etc.

H. S. & M. W. Snyder, Inc.,  
Boston, Mass.  
Kids, Cabrettas and Horse

I. Spaulding & Sons Co.,  
N. Rochester, N.H.  
Guaranteed Fibre Coun-  
ters, Fibre Innersoling

The Textile Mfg. Co.,  
Toronto, Ont.  
Shoe Laces

United Stay Co.,  
Cambridge, Mass.  
Leather and Imitation  
Leather Facing, Welting,  
etc.

## SHOE LACES

Made in Canada by

**Textile Manufacturing Co., Ltd., Toronto, Ont.**

The most Complete Line of Laces to be found in Canada

**ROUND LACES                      RIFLE LACES**

Finest Cotton Yarn—Plain and Mercerized

A thoroughly up-to-date plant with large equipment insures  
**PROMPT DELIVERIES**

We are supplying most of the largest users  
**HOW ABOUT YOU?**

We sell to Manufacturers and Jobbers only

## UNITED STAY COMPANY

CAMBRIDGE, MASS.

Manufacturers of

## SHOE TRIMMINGS

IN LEATHER, IMITATION LEATHER, AND CLOTH

**Top Facing                      All Colors                      Any Width**

Plain Edge or Single or Double Fold

**Pull Strap, Folded Drill, Vamp Stays, Complete Line**

All Materials, Styles and Colors

**WELTING FOR SEAMS, All Kinds**

**SKUFFER WELTING**

The largest manufacturers use OUR WELTING because it is  
**STRONG AND ECONOMICAL**



## SPAULDING'S FIBRE COUNTERS

The Original Guaranteed Counter  
Perfect Fitting                      Highest Quality

## SPAULDING'S OAK TAN INNERSOLING

Used Extensively by Manufacturers of McKAYS and POOLE  
**PROCESS WELTS**

**J. Spaulding & Sons Co., No. Rochester, N.H.**





# POWERFUL

*as to Wear  
as to Sales*

So powerful a factor in the Footwear Market as Tillsonburg Shoes should have a place in your business. The steady increase in the demand for these splendid work shoes, places them in the position of a thoroughly successful staple—something you can recommend to your customer as a reliable product in every way

## Tillsonburg Shoe Co.

LIMITED

Tillsonburg

Ontario

# Co-operating with the Jobbers

*That is the Policy of*

# AIRD

We make very attractive shoes to sell the jobbers. They combine style, quality, and exceptional wear service at prices which allow generous profits to jobbers and dealers and make a strong appeal to the wearer. Compare any line which competes with Aird in style and quality and consider the price. You will then be satisfied.

Look in on us and see our samples. We are showing a good looking line of Spring footwear, which will at once commend itself to you.

A postal will bring our samples to you if you cannot call.

## Aird & Son

(Registered)

MONTREAL

**Selling  
Jobbers  
Only**



# Ich Dien

*"I Serve"*

..... the motto graven on the arms of H.R.H. the Prince of Wales.

Of all the high sounding maxims which grace the various escutcheons of His Royal Highness' numerous titles, none carry a deeper meaning nor endear him more to the heart of his people than these two short words "I serve."

In spite of present market uncertainties we are serving our customers with an efficiency that is unsurpassed during prevailing conditions.

## The Slater Shoe Company

MONTREAL LIMITED CANADA

*Patented*  
*Dec. 30th, 1913*



*Patented*  
*Oct. 26th, 1915*

The  
**VULCO-UNIT**  
**BOX TOE**

The Vulco-Unit Process will produce the lines of any last to the finest detail and give absolute permanence to the shape of the toe—defying the hardest wear. Is impenetrable to moisture and perspiration.

The Vulco-Unit Box Toe will prove its value by insuring style, economy and durability to every pair of shoes in which it is introduced.

**Beckwith Box Toe, Limited**

Sherbrooke, Quebec, Canada

# **SPEED KING WILL RULE**

***In 1920 Sales***

**Most Popular Canadian Brand  
and an  
Unqualified Success Everywhere**



The success of these splendid lines last season makes them of real importance to the retailer who is making ready for coming demands. You cannot go wrong with Speed King Outing Shoes.

Of particular value to the dealer is "Independent" Service. From coast to coast our wholesalers will be found to carry a stock sufficient for all immediate needs.

***The following firms will supply you:***

Amherst Boot & Shoe Co., Limited, Halifax,  
N.S.  
Amherst Boot & Shoe Co., Limited, Amherst,  
N.S.  
Brown, Rochette, Limited, Quebec, Que.  
James Robinson, Montreal, Que.  
The A. W. Ault Co., Limited, Ottawa, Ont.  
White Shoe Company, Toronto, Ont.  
McLaren & Dallas, Toronto, Ont.  
The London Shoe Co., Limited, London, Ont.

T. Long & Brother, Ltd., Collingwood, Ont.  
The Kilgour, Rimer Co., Limited, Winnipeg,  
Man.  
Amherst Central Shoe Co., Limited, Regina,  
Sask.  
E. A. Dagg & Co., Calgary, Alta.  
Dowers Limited, Edmonton, Alta.  
The J. Leckie Co., Limited, Vancouver, B.C.  
The Fraserville Shoe Co., Limited, Fraserville,  
Que.

**The Independent Rubber Co., Ltd.**  
**MERRITTON, ONT.**

# The Big THREE in Footwear

## PARIS

Women's McKays    Men's Welts

## PATRICIA

Women's Welts and Turns

## METROPOLITAN

Men's Welts    Women's McKays

Big because they dominate by their quality value and wear service.

Desirable to the dealer because of their saleability which is accelerated by their attractive selling prices.

The generous profits and easy turnover which these lines bestow are, in a measure, responsible for their marked success and increasing popularity.

# Daoust, Lalonde & Company

LIMITED

## MONTREAL

Branch:    Metropolitan Shoe Co., 91 Paul St. East,    MONTREAL

Profit by  
the  
Principle  
which  
won  
the  
war



# Concentration

- Concentration of power brought Victory.
- Concentration on Robinson Service solves most problems in present day shoe merchandising.

**James Robinson**  
*Specialist in Fine Footwear*  
**MONTREAL**

# What Robinson Service Means to the Dealer



**JAMES ROBINSON**

Who has been associated with the footwear industry for many years and whose business is one of the best known in the Dominion for high-class footwear.

To have the right shoes always in stock and to be able to duplicate those models at a moment's notice.

To keep in stride with the ever-changing conditions of the market.

To anticipate the requirements of your customers and offer them the season's popular models complying with the demands of fashion.

To be sure that you are handling merchandise that will please your trade and reflect credit to your store.

**James Robinson**

*Specialist in Fine Footwear*

**MONTREAL**



# Adapting Your Stock to Conform to Public Ideas



J. G. ROBINSON

There are many features in store service which contribute to successful merchandising. The first and foremost of these is selecting lines which will at once meet the approval of your customers.

Our lines have so well conformed to the popular ideas of desirable footwear that we can confidently say that Robinson's footwear is an asset to better merchandising.

Every order, large or small, has our immediate attention and quick execution. Place your orders with us and you are assured of real service.

**James Robinson**

*Specialist in Fine Footwear*

**MONTREAL**

# A Safe Investment

## THE "BOSTONIAN SHOE"

If future trade is to be built up a shoe must be all you say it is when making the first sale.

For all round satisfaction both to you and your customers you cannot handle better shoes than Bostonians.

Every principle of High Grade shoe making is embodied in their manufacture, and the ultimate service and value given to the wearer is a guarantee of their reliability.

The Bostonian shoe has a reputation for quick sales and generous profits. Are you stocking it?



### James Robinson

*Specialist in Fine Footwear*

### MONTREAL

# Beautiful Buildings

—the stone and mortar, wood and plaster reflect the planning of the architect's genius.

# Handsome Shoes

—the leather and thread, counter and lining portray—in finished form—the structure on which the shoe is built—the last.

# To Attain

—shoes that are the last word in up-to-date-ness answering the decrees of fashion—

—shoes for staple wear designed along conservative lines for men who desire comfort before everything —

—shoes for women that carry an attractive distinctiveness with charming individuality—

—shoes for children that allow unrestricted freedom to growing feet

**—like the architect needs careful designing so your shoes must have proper modelling.**

During the period of unrest which all industries have recently undergone we have maintained as good a service as was humanly possible. Our aim is to improve with conditions.

## ROBIN BROS.

LAST MANUFACTURERS

131-143 Carriere Street, MONTREAL

Tel. No. St. Louis 1609

# DESIRABLE SHOES

## Offering the Wearer

Style,  
Quality,  
and  
Exceptional Value

## And Allowing the Dealer

Generous Profits  
and a  
Rapid Turnover

## Because of the Strong Appeal of

Their Style  
and  
Good Looks

## Womens', Misses' and Children's

McKays,  
Turns,  
Oxfords,  
Pumps  
and  
High Cuts

# Canadian Footwear Company, Limited

Montreal

Salesroom : 36 St. Genevieve Street,  
Factory : Pointe-aux-Trembles

Established 1882



## For Results

Get at it  
early—  
with a  
Good Line

Your success depends upon securing reliable lines of merchandise—what you require exactly when you require it. Our lines are all carefully selected from those which have proven most satisfactory in the past and represent the most dependable stock for general trade purposes. We have a special department to see that your order goes to you when you want it.

Our traveller will call upon you shortly.

*Women's Oxfords,  
Strap Slippers,  
Pumps, Colonials.*

*Men's Shoes in  
all styles and  
shades.*

Independent Rubbers

KANT KRACK  
DAINTY MODE

for Immediate Shipment

# White Shoe Co., Limited

9 Wellington St. West

T O R O N T O

THE SATURDAY EVENING POST



If you are one of the millions of persons who are suffering from foot troubles, you'll be interested in the week of November 17-22!

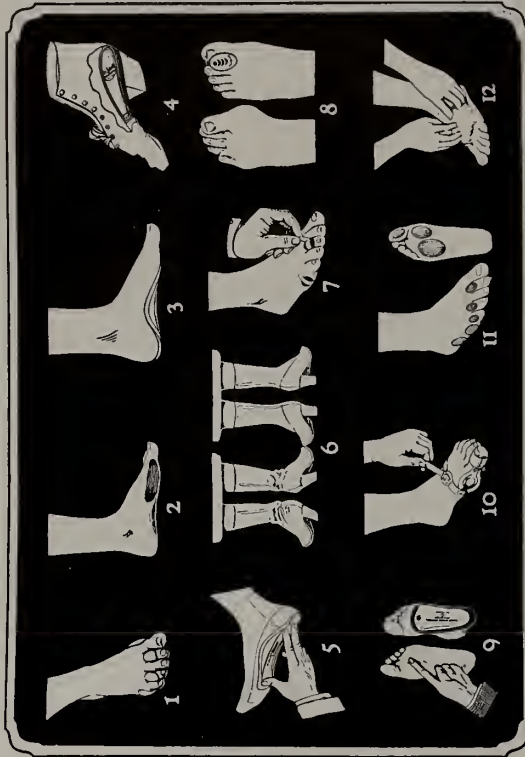
For months *twelve thousand shoe dealers* throughout the United States and Canada have been making special preparations for this week! For months, Dr Wm. M. Scholl, the internationally known authority on foot troubles, has been co-operating with these dealers in preparing for this one week! Together, they have been working to make it mark the beginning of a new standard of foot comfort service.

The Scholl Mfg. Co., 213 W. Schiller St., Chicago, 330 Broad- way, New York City, and 112 Adelaide St., E., Toronto, Canada

# Dr. Scholl's Demonstration

Copyright 1919, The Scholl Mfg. Co.

THE SATURDAY EVENING POST



1 Dr. Scholl's Zinc-Oxide Pads are the most popular shoe remedy for blisters and chafing. They are waterproof and waterproof. They remove pressure at once.

2 For Bunions and Blisters. Dr. Scholl's Bunion Reducers are a protection against the development of bunions. They are made of antiseptic rubber. They hide the deformity and relieve the pain.

3 For aching, weak, turning ankles and pain under the foot. Dr. Scholl's Spring Arch Support is especially designed. Particularly adapted for heavier weight persons.

4 Dr. Scholl's Heel Cushions absorb the shocks of walking and protect your feet from the roughness of the street. Made of finest russet leather and special sponge rubber.



The shoe dealers that display this window-trim understand your feet as well as they do your shoes. They are the ones who are stocking Dr. Scholl's Demonstration Week!

5 Dr. Scholl's Fore-Foot care the feet, body and nerves. It relieves strained muscles, aches, and cramps. It is applied to the arch proper supporting the arch and corns by pulling down into the shoe.

6 To prevent crumpled and sun-bleached feet. Dr. Scholl's Walk-State Heel Reducers are made of weight properly balanced and prevent worn down feet.

7 The most popular shoe remedy for blisters and chafing. They are waterproof and waterproof. They remove pressure at once.

8 The crumpled or over-lapped toe can be returned to its normal line by Dr. Scholl's Toe Com Flatteners. The medicated antiseptics in both antiseptics reduce the bunion gently and gradually.

9 A fitted metatarsal arch shoe which causes cramped toes, pains in the ball, and tender feet. Dr. Scholl's Anterior Metatarsal Arch Support.

10 Dr. Scholl's Bunion Shoe. It is a shoe with a straight heel and a level in straightening the crumpled toe.

11 By absorption, Dr. Scholl's Zinc-Oxide Pads protect the hardened skin of corns and calluses. They protect against all rubbing and knocking.

12 A refreshing treatment for foot troubles. Dr. Scholl's Home Treatment for the Feet.

# Week · Nov. 17th to 22nd



*The Largest  
Most Important  
and Most Expensive*

# **ADVERTISEMENT**

*Ever Run For This Or Any Similar Line*

The big, two page ad shown on the opposite page will appear in the Saturday Evening Post of November 15th, 1919, in order that no one may fail to know that the following week is

## **Dr. Scholl's Demonstration Week** (November 17th to 22nd, 1919)

This will be, beyond any question, the greatest week of sales in the Dr. Scholl line, as well as in shoes, which has ever occurred. It will be the first time in history that simultaneous demonstrations, each in charge of a competent Practipedist, have been staged in thousands upon thousands of shoe stores throughout this country and Canada.

### HOW ABOUT YOUR DEMONSTRATION?

Are you making preparations to share in the prestige and profits which the stores carrying out the announcement made in this big ad opposite, will unquestionably gain? If not, do you not think that it would be well to do so? **Your** customers are going to read that ad and are going to attend one of these demonstrations **some-where**. Would it not be best to show that you are prepared to give foot comfort, so that they need go no further?

### HAVE YOU A PRACTIPEDIST?

If not, there is still time, and we will help you. By a special arrangement, we can offer you and your employes, absolutely **FREE**, one of the Home Study Courses in Practipedics from the American School of Practipedics. A little spare time study will enable anyone to complete the Course and graduate before Dr. Scholl's Demonstration Week arrives.

### **THE SCHOLL MFG. CO.**

112 Adelaide St. East,  
TORONTO

CHICAGO    NEW YORK    LONDON

**Mail  
This  
Coupon  
Now**

The Scholl Mfg Co.,  
112 Adelaide St. East,  
Toronto, Canada.

Gentlemen:

I am interested in Dr. Scholl's Demonstration Week. Please send me as checked below:

**Portfolio** giving complete information about conducting a Demonstration, plan of Week and means of hooking up to your advertising.  
**Enrollment Blanks** for the Free Course in Practipedics offered in your ad.

Name: .....  
Address: .....  
.....



# WELTS

FOR

MEN

BOYS

AND

YOUTHS

1920

## Women's McKays :

Artistic Lasts in the  
newest models, at-  
tractive in style and  
appearance.

Footwear representative of a  
factory where years have  
been spent in producing a  
product that will command  
your approval and the en-  
dorsement of your customers.

*Selling  
Jobbers  
Only*

**LAGACE & LEPINAY**

22 ST. ANSELME STREET

QUEBEC





---

**SCOURED OAK  
SOLE LEATHER**

---

**For Economy  
In Cutting**

*Sides, Crops, Backs, Bends  
Bellies, Shoulders, Heads*

---

**THE LANG TANNING COMPANY, LTD.**

KITCHENER, ONTARIO

CANADA

---

*Tetrault  
Styles  
for 1920*

**Brogues  
TETRAULT**



Canadian soldiers returning home are showing a marked preference for English ideas in dress and footwear.

Brogues are very popular in England just now and will be distinctly fashionable in Canada in the coming season.

Tetrault leads with the new things every time and continues to lead as the greatest shoe house making Goodyear Welts in Canada.

**TETRAULT SHOES**

**Largest Producers of Boots and Shoes in Canada**

Office and Warehouse—  
9 Rue de Marseille,  
Paris, France.

**MONTREAL**

# n Vogue HAS THEM

*Tetrault  
Styles  
for 1920*

Anticipating the requirements of the public, as usual, Tetrault has grasped the situation and is now turning out a quality line of the latest models to meet the requirements of the Canadian Trade at prices which comply with the demands of the masses.

Be sure you get Tetrault Brogues for Spring 1920. They keep up the same high standard of "Better Shoes" for which the House of Tetrault is noted.



# MANUFACTURING CO.

LIMITED

Largest Exporters of Boots and Shoes in Canada

TORONTO

## FOOTWEAR FOR JUVENILES

# SNUBBERS SHOES

The most predominating feature of SNUBBERS is  
the quality of the soles

## OAK TAN

and at the

## Moderate Price

---

WRITE  
FOR  
CATALOGUE

---




---

Model 254  
Misses'  
Gun  
Metal  
High  
Cut

---

# SNUBBERS SHOES

64 Wellington St., W.

:--:

:--:

Toronto

**SNUBBERS** - Stand the Racket  
**SHOES**



**The Best Foundation  
For Canadian Shoes**

# **BREITHAUPT**

**Sole  
Leather**

*Invariably  
found on  
Shoes of  
Highest  
Reputation*



**The Breithaupt Leather  
Company, Limited**

*Manufacturers of  
"The Standard of Canadian Sole Leather"*

**Kitchener Toronto Montreal Quebec**





# Temporary Economy in Children's Footwear is Future Extravagance

In these days of extremely high prices it becomes still more necessary for the Retailer to secure for his customers a high-grade shoe made from choice materials. A shoe that he can conscientiously recommend as one productive of long wear and satisfactory service. This particularly applies to Children's Footwear.

## The ECLIPSE LINE

of Growing Girl's, Youth's, Misses' and Children's Turns, McKays and Stitchdown Welts, has all these qualifications. ECLIPSE SHOES are constructed from high-grade, carefully selected materials. In the ECLIPSE SHOE you have the advantage of widely experienced expert supervision, coupled with the most efficient labor obtainable, with the consequent improved scientific methods of construction, conducive to long service.

The ECLIPSE RANGE, the most complete and up-to-the-minute line of Children's Footwear being shown in Canada to-day, is now on the road. You cannot afford to place before inspecting ECLIPSE goods. Travellers now in their respective territories.

### The Galt Shoe Manufacturing Co.

Limited

GALT, ONTARIO



# The Aim of the Eagle Shoe Co. Limited

---

To make good men's and women's Welt Shoes.

To eliminate errors, and to anticipate requirement.

To work for the good of our customer and to be satisfied with nothing but perfection.

In short, to make the best men's and women's Welt Shoes in Canada.

---

**THE STRIDER  
SHOE**

**THE EAGLE  
SHOE**

For MEN

For WOMEN

# A Sure Selling Shoe The Whole Year Through

## *The Best Everyday Shoes*

For regular service, withstanding the hard usage to which a steadily worn everyday shoe is subjected, Sisman's "Best Everyday" is absolutely unexcelled. It lacks nothing in comfort to the wearer.

"Aurora" features a stylishness that makes it appropriate for more exclusive wear, still giving the service and satisfactory wear which classes it as a thoroughly reliable footwear.

## *The Aurora Lines*

The Trade Builders  
of  
Successful Merchants

---

*Write us or ask your jobber*

The T. SISMAN SHOE CO., Limited  
AURORA, ONTARIO



# YAMASKA



— Satisfies  
the  
Trade

Every merchant knows that a sale of this well made honest footwear will bring a return customer.

Smart and dignified in appearance—Yamaska commend themselves to men who want something more than mere good looks at the first “try on”.

Their strength and remarkable wearing qualities have given them a decided preference where WEAR is everything.

Yamaska shoes are endorsed by dealers because they ARE sellers.

If you haven't seen our samples write for them.

La Compagnie

## J. A. & M. COTE

ST. HYACINTHE - QUEBEC

WESTERN AGENTS

The MacFarland Shoe Co., Calgary and Edmonton, Alta.

STOCKS CARRIED AT BOTH WAREHOUSES

Spring Trade  
for 1920



Will Make Extreme Demands  
You can meet them with  
**WILLIAMS' SHOES**

High prices and keener competition call for the retailer's most extreme care in his choice of stock. The utmost in value will be sought more than ever. Williams' Shoes represent sound value for the customer and a good margin for the dealer, while in design they show a style and neatness which is the first factor in the saleability of all better class Footwear.

Our travelers are now on their respective territories with a very complete range of samples and undoubted values.



**WILLIAMS SHOE**

Limited

Brampton, - Ont.

and

Regina, - Sask.



Established 1852  
The Largest Patent Leather Factory  
in the British Empire



A.R. CLARKE & CO., LIMITED  
435-441 EASTERN AVENUE.  
TORONTO.

# A. R. CLARKE & CO.

LIMITED

TORONTO

The Largest  
**PATENT LEATHER**

Organization in the  
British Empire

# CLARKE'S



## Winning the Prince of Wales' Gold Medal and the Gold Challenge Cup at the Canadian National Exhibition



(By courtesy of Canadian Motor Boat)

Griffith Clarke's Leopard III. Winner of the International Gold Challenge Cup at the C. N. E. Speed Boat Races





Leopard III. Setting the Pace

Winning the Prince of Wales' Gold Medal and the Gold Challenge Cup at the Canadian National Exhibition.

How to win International Trophies in motor boat speeding was shown the hundreds of thousands of visitors to the Canadian National Exhibition by Mr. Griffith Clarke with his famous "Leopards." These lightning craft gave an excellent account of themselves and their fearless pilots at their wheels sped them to victory with admirable skill.

On Labor Day "Leopard I." with Griffith Clarke at the helm, captured the Prince of Wales' Gold Medal, doing 20 miles in less than 42 minutes, and finishing up in brilliant style.

On Tuesday, September 9th, Mr. Griffith Clarke's "Leopard III." won the Great Lakes' International \$5,000.00 Gold Challenge Cup. Racing over a course of 30 miles, this grim looking craft outdistanced its challengers and got home in splendid fashion, attaining at the finish a speed of over 50 miles an hour, the average for the 30 miles being 46 miles an hour. Leopard III. has shown a speed of over 60 miles an hour



THREE ACES

In the middle is "Griff" Clarke, surrounded by Lieut. Provas and Lieut. Smith





**TWO WINNERS—**  
**Clarke's**  
**Patent Leather**

and

Mr. Griffith B. Clarke's  
Speed Boat  
LEOPARD I.

**A. R. Clarke & Co. Limited**

MONTREAL - TORONTO - VANCOUVER - QUEBEC

# Minister Myles

Footwear

*De Luxe*

offering superb lines  
for high class trade

in

*Welt Process*

for

Men &  
Women

See  
Our New  
Spring  
Models

Our  
Travel-  
lers are  
Now Out



Minister Myles  
Shoe Company

Limited

TORONTO

*Makers of the famous "Beresford" & "Vassar" Footwear*

# BOSTON DISTRICT



## Excelsior Brand Needles

*Are the Product of the Biggest Needle  
Factory in the World*

The manufacturers of this needle could not stake their reputation on anything short of the best. With the greatest manufacturing facilities and most expert labor they have brought the Excelsior Needle to perfection. It is specified by the largest shoe manufacturers everywhere.

*For use on Singer and Wheeler & Wilson Machines*

### THE S. M. SUPPLIES CO.

121 Beach St.

-

BOSTON, MASS., U. S. A.



**SPAULDING'S**  
Fibre Counters  
*Guaranteed*



*A Barrel of Uniformity*

# J. SPAULDING & SONS CO.

Main Office and Factory

**NORTH ROCHESTER, N. H.**

PHILADELPHIA  
John G. Traver & Co.  
329 Arch St.

CINCINNATI  
The Taylor-Poole Co.  
410-412 E. 5th St.

SEVEN FACTORIES

Fonawanda, N. Y.  
No. Rochester, N. H.

Rochester, N. H.  
Milton, N. H.

Townsend Harbor, Mass.

Boston Office

**203-B ALBANY BUILDING**

ST. LOUIS  
The Taylor-Poole Co.  
1602 Locust St.

CHICAGO  
J. E. D. McMechan & Co.  
217 W. Lake St.

English Agents: J. Whitehead & Co., Ltd.,  
Leicester, England.

Canadian Agents

International Supply Co., Kitchener, Ontario and Quebec City. V. Champigny, Montreal

**SPAULDING'S**  
OAK TAN  
FIBRE INNERSOLING

# A QUARTER CENTURY

ENGAGED IN THE PRODUCTION AND DISTRIBUTION OF

# FELT

*Naturally FITS US to Meet Every Demand made for FELT. FELT has become the Most Common Product used, outside of Leather, in the Making of Shoes. It is Used for BOX TOES, UPPER and TOPPING STOCK, SOLES, INSOLES, LININGS, CUSHION SOLES, FILLER, HEEL PADS, SHOE ROLLS, BUFFING ROLLS, SHOE RACKS, Etc.—Its Uses Increase Daily.*

**The SUPERIOR Line of FELTS Meets ALL THESE NEEDS and Many More**

*Send for Samples and Prices*

## **BOSTON FELT MFG. CO.**

112 Beach Street, BOSTON, MASS., U.S.A.

# WILO

Reg. U.S.A.

## **PATENT SIDES**

### **FULL GRAIN**

**Good Working  
Mellow  
Good Wearing**

*ORDER A SAMPLE  
WE KNOW YOU'LL WANT MORE*

*Exclusive Selling Agents*

## **C. D. KEPNER LEATHER CO.**

223 West Lake St., Chicago

139 South St., Boston

## C. H. ALDEN COMPANY



The discriminating purchasers of men's fine footwear obtain their most exacting requirements in the line of high-grade shoes manufactured by the C. H. Alden Company.

ABINGTON, MASS., U.S.A.



# Lawrence Leathers

Are Known and Used the World Over

**A. C. LAWRENCE LEATHER CO.**

**BOSTON, MASS., U.S.A.**



Originators of

## NUBUCK

(Trade Mark Regd.)

Makes cool, comfortable shoes.  
 Easiest to keep clean of any suede finished side leather.  
 White and popular shades.

Originators of

## BLACK DIAMOND

(Trade Mark Regd.)

### Chrome Patent Sides

Black and Colors

The most extensively sold Chrome Patent Sides on the market.

Originators of

## WEILDA

(Trade Mark Regd.)

Suede-finish Calf.  
 Very popular with our export trade.

Originators of

## ACLOSUEDE

and

## ACLOTAN

Chrome tanned.

Predominant in the domestic glove leather field.

Originators of

## GUN METAL

(Trade Mark Regd.)

## CALF

The Old Reliable

No other calf leather has ever approached the degree of popularity established by Gun Metal Calf.

Black and Colors

Originators of

## COLORED GUN METAL SIDES

(Trade Mark Regd.)

Colors—Tan, Brown, Mahogany, Cherry Red, Coco.

Originators of

## “HUB”

Pigskin Welting

## “HUB”

Pigskin Sole Leather

# A·C·LAWRENCE LEATHER CO.

BOSTON, MASS. U.S.A.

NEW YORK

CHICAGO

ST LOUIS

CINCINNATI

ROCHESTER

GLOVERSVILLE



*We manufacture, absolutely and without question, the largest and most complete line of shoe ornaments in the world. Kescot Superior Shoe Ornaments are made in every conceivable shape, material and design, and range in price from one-half cent per pair to sixty dollars per pair.*

**KESCOT MFG CO.**



*Supreme  
Buckle  
Id*

*Kescot Quality plus 4,000 Kescot designs assures retailers of a service that only Kescot is in a position to give. Remember there are no "Just as Good" ornaments as Kescot Shoe Ornaments. Tell us your needs.*

*C. Providence, R.I.*

**EDWIN CLAPP QUALITY**  
 HAS EARNED THE CONFIDENCE  
 OF MEN EVERYWHERE. PER-  
 SONAL RECOMMENDATION BEING ONE  
 OF ITS STRONGEST ASSETS.

THOUGH FOREMOST AS EXPONENTS  
 OF THE SMARTEST TENDENCIES IN  
 STYLES, WE STILL INSIST THAT THE  
 GOOD OLD FASHIONED PRINCIPLE OF  
 "HIGH QUALITY" IS THE KEYNOTE IN  
 FOOTWEAR TODAY.



THE PASADENA LAST  
 MADE IN ALL LEATHERS



*Edwin Clapp*  
 & Son Inc.  
 ESTABLISHED 1853

EAST WEYMOUTH, MASS., U.S.A.

# Henwood & Nowak Inc.



**BLACKS**  
 and  
**COLORS**



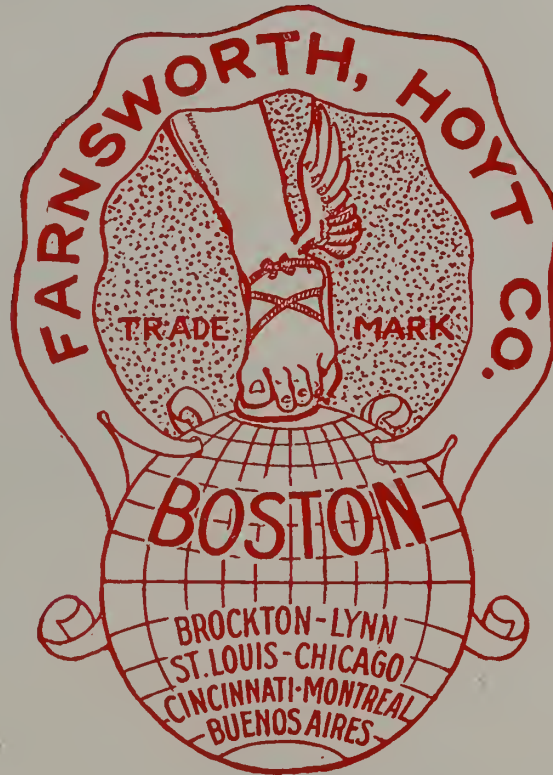
95 South Street - BOSTON, MASS.

Tannery : Wilmington, Delaware, U.S.A.



# BOSTON DISTRICT

## Shoe Manufacturers' Goods



Canvases, Topping Fabrics, Linings, Laces, Buttons, Stays, Bindings, etc.—practically everything used in the manufacture of shoes except leather and hardware—one of the longest lines in the United States.

*Eve Cloth*

The Perfect White Shoe Fabric

*Red-line-in'*  
REG. U.S. PAT. OFF.  
*"Rushur"*  
 Wear Proof

The strongest and longest wearing shoe linings made

### FARNSWORTH, HOYT COMPANY BOSTON

*Samples and prices of any line on request*



## P. & V. Colored Calf

Has no Superior for its Beautiful, Smooth, Soft Grain. It is worn by the Most Fastidious Leaders of Fashion. Always the same—P. & V. Standard.

## P. & V. Black Glazed Kid

Has won for itself a Recognition well in keeping with that Standard of Quality and Durability to which Users of this Leather will Testify. Always made true to P. & V. STANDARD.

## P. & V. Glove Leathers

Horsehide in Buffed Finish  
Cowhide in Full Grain

---

*Samples submitted on request.*

---

## Pfister & Vogel Leather Company

Milwaukee, Wis.

Canadian Agents:

Pfister & Vogel Company, 87 South St., Boston, Mass.



East Side of Menominee Calf and Kid Tannery

# Vaughan's Ivory Sole Leather



*White Buck  
Sport Oxford  
Imitation Tip  
and Ball Strap*

*COST NO MORE THAN OTHER GOOD SOLES*

## GEORGE C. VAUGHAN

TANNERIES

96 Foster Street,

PEABODY,

- -

MASS.

# PREFERENCE

FOR

# Miner Shoes

Dealers find an established preference for shoes which give uniformity in **QUALITY** and **VALUE**.

You'll find this combination in Miner Shoes, with an appealing attractiveness in




---



---

## Style and Price

which makes

## Miner Shoes



a desirable asset to the dealer which is at once an assurance of liberal profits and a rapid turnover.

Our salesmen are now on the road showing a range for Spring, 1920 more varied in style and price than ever before.

You'll appreciate the saleability of

### MINER SHOES

for all the family.

# The Miner Shoe Co., Limited

MONTREAL

OTTAWA

QUEBEC

TORONTO

Agents for the celebrated MINER RUBBER FOOTWEAR

# Our Business Depends Upon Our Service

*and we see that it is good*

## **"Imperial" Shoes**

for Men and Women. Made in all fine leathers. Goodyear Welts and McKay Sewn.

## **"Maple Leaf"**

Solid Leather working shoes. Every pair guaranteed to stand the test of hard usage.

## **"Little Canadian"**

An extra fine line of Misses' and Children's Shoes.

## **"Speed King" Tennis**

for Men, Women and Children. All the new and popular styles.

The quality of the footwear we are showing, as well as our service in handling orders, has gained for us a reputation which it will be our greatest ambition to live up to, and in placing your orders with our salesmen you can be absolutely sure of receiving our prompt and careful attention.

Our travellers are now in their respective territories and will be pleased to show you footwear presenting attractive business prospects for spring selling.

For the present assorting trade we have on hand large stocks of seasonable goods in Rubbers, Felts and Oil Tan Packs and can assure you of prompt deliveries.

# McLaren & Dallas

30 Front Street West, TORONTO

## *Rubber Footwear*

KANT KRACK — DAINTY MODE — ROYAL  
BULL DOG—DREADNAUGHT—VERIBEST

SPEED KING TENNIS and  
SPORTING SHOES

# Adanac Leather Co.

---

Offering a large and varied assortment of

## KID:

Black  
Brown  
Grey

## SIDES:

Patent  
Mahogany  
Beaver Brown  
Gun Metal  
Dull Black  
Black Box

## HORSE:

Glazed Black  
Dull Black

## FLEXIBLE SPLITS

*May we submit prices and samples?*

---

STOCKS CARRIED AT MONTREAL

---

# Adanac Leather Co.

216 Notre Dame Street West, MONTREAL



Spring Style

features

The Blue Bird

for happiness

&

The Classic Shoe

for business

Getty & Scott

Galt, Ontario



*Answered  
in the*

# Classic Spring Styles

Can only result in wide popularity and increased business as is shown by the success of dealers now handling our line, as well as our own constantly growing business. You will do well to try out the Classic Line for yourself, or, if you are already carrying it, to feature it in every way possible.

## Gett

*Makers of Fine Shoes*

## Galt,



**W**

HY does the discerning Canadian gentlewoman choose one shoe in preference to another?

First, for appearance, which must bear her closest inspection; second, for comfortable fit; third, for material and workmanship which may not be evident to the buyer when she purchases, but will decide whether or not she gets another pair from the same place.

Recognizing the worth and proper relation of all of these points we have endeavored to embody them in each pair of Classic Shoes we make.



**Scott**

*Women & Children*

**Ont.**





“The Classic”  
For  
Spring

Getty & Scott

Galt, Ontario



ARISTOCRAT LAST

# Aristocrat

*“one of the leading class”*

**H**ERE is a shoe which carries its name into every fibre of its quality. Truly an aristocrat, it takes its place among the better class footwear which maintain a merited reputation for sales.

Such a shoe is sure to bring the merchant a larger and better class of trade because of its distinctive elegance alone.

The material, the price and the value will suit you also because they are “Just Wright.”

*The Just Wright*  
MADE IN U.S.A. SHOE

*Our salesmen are now out with Spring samples.*

**E. T. WRIGHT & CO., Inc.**

St. Thomas, Ont.

Rockland, Mass.

## Spring & Summer Showings

*For Men, Women  
& Children*

Embracing a splendid selection of latest styles, at prices which popularize them at once. Our travellers are now out with full lines and will solicit your close inspection and approval.

We would also call your attention to our original line of moccasins and fancy slippers. They make a profitable side line.

C. N.  
SABA & CO.  
*Up-to-date*  
JOBBER  
S  
of  
*Boots & Shoes*  
84 & 86  
Wellington St.  
West  
TORONTO

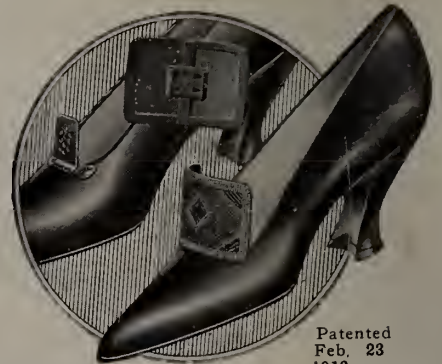
THE  
"Dalco"  
ORNAMENT ATTACHING DEVICE

## RETAILERS

To-day Realize more than Ever the advantages of Buckles Equipped with the "DALCO" Device.

The "DALCO" can be easily attached to any Buckle. Instantly converts the Pump into a Colonial. Buckles held perfectly Rigid and are easily Interchangeable.

Order a Selection of Buckles with "DALCO" Attachments and be Convinced.



Patented  
Feb. 23  
1913.

## DALRYMPLE - PULSIFER CO.

Manufacturers

88 Washington St., Haverhill, Mass., U.S.A.

# For Jobbers Only

**Women's White Canvas  
and Satin Slippers**

*"turns only."*

**Latest up-to-date  
Lasts and Patterns**

Manufactured by  
**Wakefield Slipper Co.**  
Sanbornville, N. H.

Canadian  
Representative

**MEN'S  
BOYS'  
YOUTHS'**

**Staple Nailed and  
Standard Screw Shoes**

Manufactured by  
**MILTON SHOE CO.**  
Can be seen any time at my  
Sample Rooms

Sales  
Manager

Representative for Rena Footwear Company, Limited

**HARRY E. THOMPSON**

10 Victoria Street

**MONTREAL**

# "EUREKA"

## To the Jobbing Trade only



No. 924 Black Kid  
No. 925 Brown Kid

Our new 9" Black and Brown Kid bals. They are well constructed and are money makers.

Write our Sales department  
**Am-Bri-Can Distributors**  
64-68 Adelaide St. E., Toronto  
for up to the minute prices on  
our lines

**EUREKA SHOE CO., LIMITED**  
THREE RIVERS, QUE.

# A WANT SUPPLIED

Realizing the handicap which Canadian Shoe Manufacturers are under in being unable to always procure a STANDARD LINE OF KID

## CITADEL KID

WILL IN FUTURE BE  
STANDARDIZED

UNIFORM IN GRADES AND WEIGHTS.

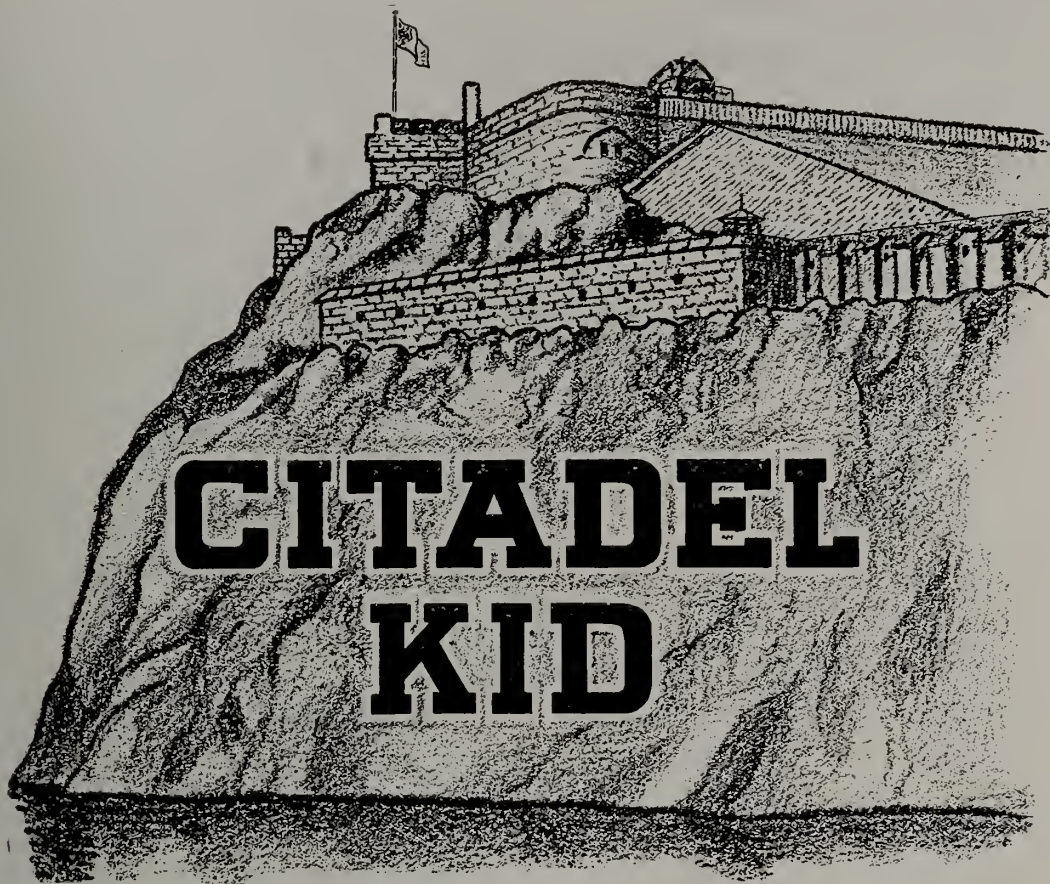
Manufacturers can now order their requirements with the assurance of later being able to secure further supplies identically the same as previously obtained.

CITADEL KID has come to stay.

**J. A. SCOTT**

*Eventually*

**CITADEL LEATHER CO. LIMITED**  
**MONTREAL AND QUEBEC**



Commencing October 15th, 1919, we will receive continually shipments of

# BLACK and BROWN GLAZED KID

In Standardized Grades and Weights

Having closed with one of the leading tanners in United States to take their entire output, which assures us a supply of

**5,000 dozen Glazed Kid per month,**

we are now in a position to contract to supply you for your next season's run in selections and weights at a fixed price.

## J. A. SCOTT

EVENTUALLY

### CITADEL LEATHER CO., Limited

MONTREAL AND QUEBEC

# What Your Fellow Shoeman Thinks of Neolin Soles

## Truro Shoe Repairing Factory

T. Torraville, Proprietor

Truro, N.S., February 28th, 1919.

Goodyear Tire & Rubber Co. of Canada,  
Toronto, Ont.

Dear Sirs:—

The writer has been watching with interest your advertising campaign on Neolin Soles, also the great demand for same. I have been engaged in custom shoe making and repair trade for some years, and naturally I regarded leather as the ideal sole for boots and shoes. About three years ago, I began using Neolin, style 146. As my customers found the soles to be satisfactory, and when I was fully convinced that in recommending Neolin I was offering a sole with more points of merit than any other sole on the market, I then began to give these soles real attention. Style 196 was added to our stock, and it has given splendid satisfaction.

When a customer comes in I have been showing both style 146 and style 196, explaining that the heavier sole only cost 25c more, and that there was practically 25 per cent. more wear in same. Customers quite readily accept style 196. I find that men who do much walking, and those who are employed in work of a heavy nature, readily accept the heavy sole. I also noticed that the demand for these soles was practically good for Fall and Winter wear.

I find Neolin to be a most satisfactory sole to work with. I enjoy stitching same on stitcher and the boys like to finish same on the finisher. I never hesitate to recommend Neolin Soles.

I have also been a large user of Wingfoot Rubber Heels, and prefer to use them, as I know that in doing so the customer is getting the best value.

As modern shoe machinery has superceded the old shoe repairing method, so I believe will Neolin displace leather, and both the consumer and the repair man will be gainers.

If my experience, and the information contained in this letter can be used by you to advantage, you will be at liberty to use same as you may wish.

Wishing you continued success in the marketing of your most excellent products, I remain,

Yours very truly,

T. TORRAVILLE (Signed).

## Neolin—The Longest-Wearing Sole Material Made

Long wear in shoes means economy for the purchaser—and the big majority of people have to be economical. Because of this, and because Neolin-soled shoes do wear, Neolin soles create repeat business—for both the

shoe retailer and the shoe manufacturer.

The Goodyear Tire & Rubber  
Co. of Canada, Limited

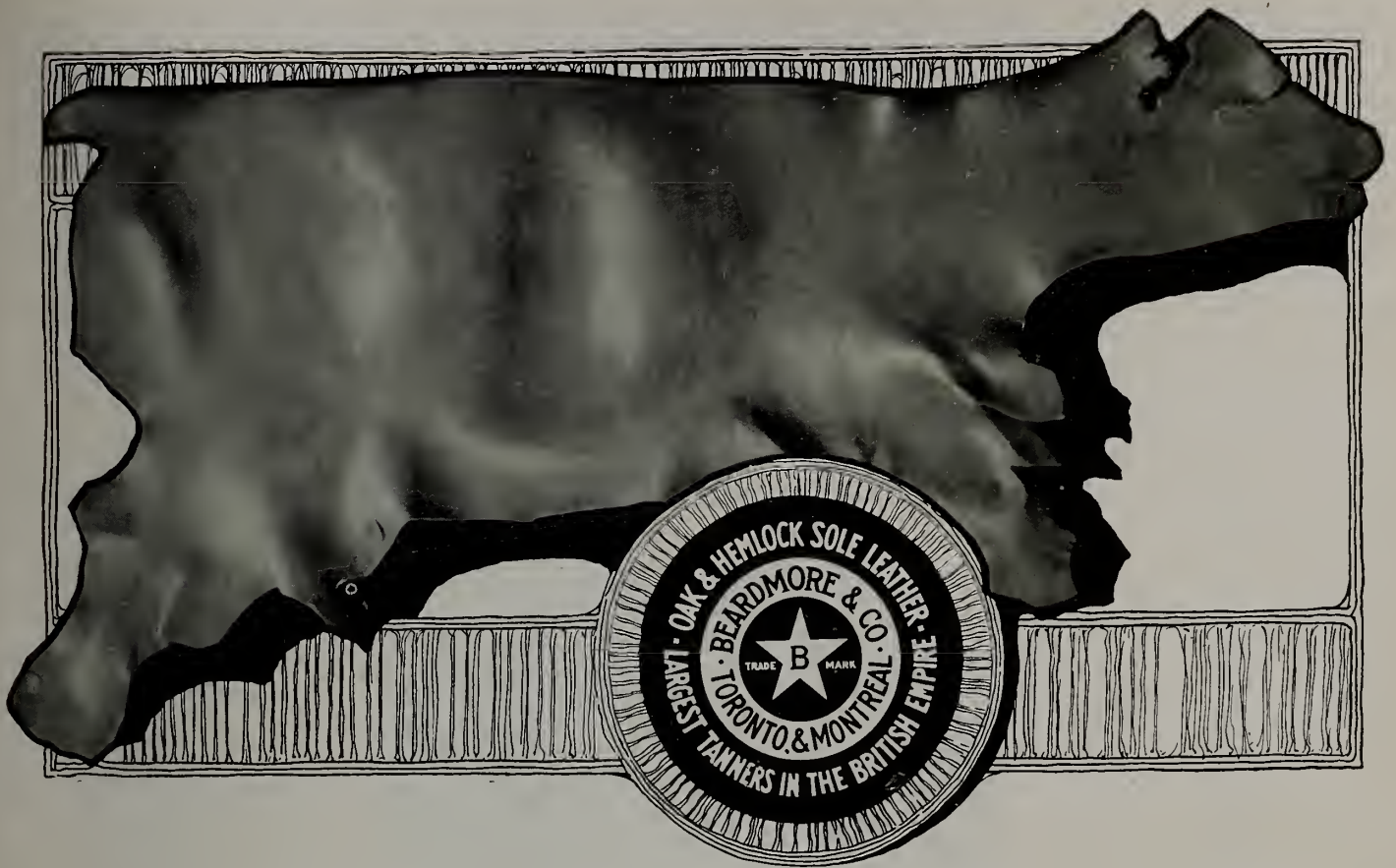
Toronto

:::

Ont.

# Neolin Soles





## Chrome Tanned Sole Leather.

We are now producing CHROME SOLE from both Packer and Dry Hides in all Weights in Sides, Crops, Backs and Bends.

Wear is the chief test of this Leather, its service to the Wearer is the same, whether in Men's, Women's or Children's Shoes.

Its flexibility and lightness impart comfort and shape, and the long wearing qualities of this Leather give it an advantage over Bark Tanned Leather.

For resistance to wet, CHROME TANNED SOLE LEATHER is highly recommended.

Samples of our CHROME SOLE LEATHER can be seen at our warehouses in Toronto Montreal and Quebec.

May we send you a sample?

**BEARDMORE & CO.**  
 TANNERS  
 TORONTO - - MONTREAL  
 CANADA



# The Naugahyde Bag



## Equal in appearance to the Best English Club Bag

The many favorable comments which we have received from the trade who have investigated the merits of "THE NAUGAHYDE BAG," make us realize more than ever that this Bag will become one of the best sellers.

**ABSOLUTELY WATERPROOF  
ALL IN ONE PIECE.**

Made in 16 in., 18 in., and 20 in. sizes for Men,  
and in 14 in., 16 in. and 18 in. sizes for Women.

**The Naugahyde Bag is distributed to the trade through the  
Dominion Rubber System Service Branches**

LOCATED AT

Halifax,  
St. John,  
Quebec,  
Montreal,  
Ottawa,

Toronto,  
Hamilton,  
Kitchener,  
London,  
North Bay,

Fort William,  
Winnipeg,  
Brandon,  
Regina,  
Saskatoon,

Calgary,  
Lethbridge,  
Edmonton,  
Vancouver,  
Victoria.



pay you \$8 for these boots when I can send to the city and get them for \$6.00? "Well," said the dealer, "I can give you a pair of those too," and he produced the box in which the shoes arrived. Not a string was untied or a seal broken. "All right," said the farmer, "open them up and let's have a look at them." "No," replied the dealer, "they'll stay in the box until they're sold. Isn't that exactly the way you buy from the mail order house? Don't you pay your money before you ever open the box? I'll sell the shoes to you on the same terms—that's fair isn't it?"

The customer cannot fail to see the point and any dealer who takes the trouble to order a pair of mail order boots and keep them unopened for the purpose of this demonstration should have a profitable investment. We might suggest going still farther and making this idea the basis of a window display which could show very effectively the advantages of buying from the home town dealer and thus securing comfort and fit.

\* \* \*

#### **Creating Confidence**

As Briggs, the cartoonist, would say, "Ain't it a grand and glorious feeling" when a salesman actually admits that you are better off if you do not buy what he has been trying to sell you. You feel more kindly disposed towards him and towards the store he represents; you feel so much better than if he had insisted on making the sale when you knew very well he really did not believe what he was trying to make you believe. It is pretty certain that you will have a lot more confidence in that salesman and his store when future deals bring you together.

True, the store loses a customer—for the time being. But how much better to lose that customer temporarily than to make a sale and at the same time lose the customer's good will and advertising value.

\* \* \*

#### **Shoes and Psychology**

A traveller sold a lot of fancy shoes to Mr. A, a merchant in Blankville. He then crossed the street to Mr. B, a competitor of A's, and secured an order of the same size for the same kind of shoes. A bought because he suspected B would buy, and B bought because he knew A had bought. At least that is the way the salesman doped it out.

A put his shoes in the window and marked them \$10, following the salesman's advice. B, disregarding this advice, marked his only \$8.50. The ladies sauntered by, paused, scrutinized and bought. But A, who had priced his shoes higher, was re-ordering in two weeks, while B's stock lasted the season out.

Again—a merchant in a town of 2,000, whose best pre-war customers were satisfied with a \$4.50 shoe, was prevailed upon to buy a dozen pairs to retail at \$12. By the time the shoes arrived his feet were like

ice and he was tempted to mark the shoes only \$10, which would have yielded him some profit. But adhering to the salesman's admonition, with fear and trembling, he printed a placard "Only \$12.00". To his amazement the dozen pairs were carried off by satisfied customers in less than three days, and though the shoes in the interval had advanced in price he doubled his original order.

It all goes to show that if your mark-up is too low—just the same as if it is too high—the public get the idea that there must be something wrong. For example, a man went into a Toronto shop the other day and saw an article for sale at \$3.95, which looked to be such a remarkably low price that he was suspicious and did not buy. In a round-about way, however, he later found out that the merchant bought the goods at pre-war prices—some of the stock had been held over—and just to arouse a little interest the stuff was put on sale at a bargain price. If the retailer had based his price on present quotations he would have charged somewhere between six and seven dollars for the same article.

\* \* \*

#### **Right-Hand Displays**

In a newspaper make-up, as almost every advertiser knows, there are "preferred" spaces, both for important news items and also for advertising. Some enterprising investigator recently offered evidence to prove that almost everyone, except left-handed people, look to the right. For this reason positions on the right-hand side are "preferred." The newspaper man usually finds that the extreme right hand side of his page is the best; the middle is second and the extreme left is third. This same reasoning may be applied to display windows. We may assume that the window at the right hand, entering the store, is more valuable than the window on the left, and that goods displayed in the right-hand portion of the window will attract more attention than those displayed in the middle or the extreme left. The reason for this may be that we are a right-handed people and we follow right-hand traffic rules. The investigator proved by actual tests that most people remembered best the articles they had seen in the right-hand side of windows. This is something a little out of the ordinary of window display suggestion and may be worth trying out. Put the lines you are most desirous of pushing in the right hand side and see how it works out.

#### **Good Call for Outing Shoes**

**R**EPORTS from all centres indicate that the demand for canvas outing shoes next spring will be larger than it has ever been in the past. It is pointed out by one of the large manufacturing companies that this is probably due to the increased cost of leather footwear, and also to the fact that outing shoes have improved greatly in appearance over those of a few years ago.

# First Annual Dinner of Montreal Retail Shoemen

Admirable Talks on Timely Topics by Representative Retailers and Manufacturers —

Mr. Geo. A. Slater Emphasizes Low Price of Shoes Compared with Other

Articles of Wearing Apparel — Mr. Peter Doig Points Out

Need for National and Industrial Patriotism

**T**HE first dinner of the Montreal boot and shoe section of the Retail Merchants' Association of Canada, held at the Place Viger Hotel, on Sept. 30, was largely attended by retailers and by representatives of the shoe manufacturing and tanning industries. The speeches, in English and French, were admirable, dealing mainly with subjects which are of timely interest. Mr. Geo. G. Gales and Mr. Aime de Montigny were joint chairmen. At the head table were the chairmen, and Messrs. Geo. A. Slater, hon. president of the Canadian Shoe Manufacturers' Association; Peter Doig, (Tetrault Shoe Manufacturing Co.), Joseph A. Daoust, (Daoust, Lalonde & Co.), Alf. Lambert, (Alf. Lambert, Inc.), J. A. Beaudry, and L. Adelstein, secretary.

The following were also present, Madam V. Couture, Messrs. B. Avrigh, J. Beaudin, P. Berman, J. O. Boulerice, J. A. Brunet, J. W. Cousineau, Daoust, (Daoust & Vigneault), A. Barrier, (T. Dussault), B. Cummings, (Eaton Shoe Market), J. V. Quinn, (Fairweathers, Ltd.), H. Golub, Eudore Geurin, M. Gold, W. J. Miller, (Hartt Shoe Co.), Albert LaSalle, C. R. Lasalle, (F. X. LaSalle & Fils), E. Laurendeau, Jos. Laurin, J. T. Lemire, A. Lamy, (Leduc & Bordeleau), J. A. Pinet, (F. Leroux), J. B. Loiselle, L. Meunier, E. Morrier, Jos. Normandin, A. Normandin, M. Kert and B. D. Kert (People's Shoe Store), M. Pepin, A. Mendelsohn (Regent Shoe Store), W. Segal (Royal Shoe Store), A. E. Jones (Regal Boot Shop), J. M. St. Onge, C. Sofio (Sicilia Shoe Store Reg'd), W. H. Stewart, J. Pierre Vinet, S. E. Wygant (Walk Over Boot Shop), D. Joselefsky, H. Jutras, L. J. Marchand, H. Gibbins, J. E. & D. Greenspoon (Reliable Shoe Store), Geo. De Launière, and a Montreal representative of "Footwear in Canada."

After some preliminary business, the secretary read the following telegram from Toronto: "The president and executive of the National Shoe Retailers' Association of Canada send greetings and best wishes to their Montreal friends." This was signed by Mr. Cook. A telegram from Mr. J. Acton, Toronto, was also read.

## Manufacturers Desire to Co-operate

Mr. Geo. A. Slater, the first speaker, assured the retailers of the desire of the manufacturers to co-operate with them in the discussion of problems of mutual interest. There were many subjects on which they would not always agree, but these could be discussed in a liberal and friendly manner, and he was certain that good would result. There were, he was convinced, points on which the retailers could be of advantage to the manufacturers and vice versa. The universal topic today was the high cost of living, and he could not understand why the pick was so strong on shoes, the pick being spelt with a big P. Mr. Slater then referred to the advance in other commodities, pointing out that in comparison with certain articles, shoes were by far the better value, in spite of the higher prices. He compared ladies long kid gloves at \$10.00 per pair with ladies' shoes at \$13.00, girls' hats at \$15.00, with girls' shoes at \$5.00, boys' suits at from \$25.00 to \$35.00, with boys' shoes at \$7.00, ladies hats at from \$50 to \$75, with ladies shoes at \$12 to \$15. Even a small ordinary pocket book cost \$5, compared with men's shoes at \$10. There was, he asserted, no comparison in the values. Shoes were cheap when one considered the materials and the high cost of labor. In his opinion, the high cost of living would only be brought down by standardization, saving of material wasted, and greater productions. After all, prices were



Mr. C. R. LaSalle, Treasurer,  
Montreal Association



AIMÉ DE MONTIGNY  
President, Montreal Association



Mr. Geo. G. Gales, Auditor



Mr. Louis Adelstein, Secretary



Mr. Geo. DeLaunier, First Vice-president



Mr. J. T. Lemire, Executive Member

governed by supply and demand. There were many commodities which could be quickly produced—leather was not one of them. We had annual crops of cotton and wool, iron ore and coal could be easily dug at any time, but hides for leather could not be forced. It took at least four years for cattle to come to maturity and consequently to secure hides for leather. In the West there was a great decrease in cattle, while the population was increasing. The country could not look forward to a larger supply of leather for many months to come.

#### Necessity for Industrial Patriotism

Mr. Doig, who followed, delivered a speech the keynote of which was patriotism—national and industrial. His talk was lightened by several humorous incidents, which had a bearing on the points he was enforcing. It was, he said, a good thing for the various sections of the industry to get together occasionally. They ought to realize that they had in Canada unparalleled opportunities—they ought, also in the common phrase, to get more “pep” into the retail business of Montreal, which in its turn would have an influence on the other retailers in Canada. They ought also to realize that they were at this time at the most sensitive period in the history of the Dominion. It was a reconstructive period, calling for loyalty and patriotism.

Mr. Doig pointed to Sir George Etienne Cartier, Sir John A. Macdonald and Sir Wilfrid Laurier as examples of statesmen with vision—men who saw beyond their immediate times and whose policies were directed to the building up of Canada. But besides national patriotism, there was industrial patriotism. It was, he asserted, a lamentable thing to have Canadian shoes sold over the counter as imported goods. They should render unto Caesar the things that were Caesar's. It was desirable that Canada should be known as a nation of good shoe makers, and this was not possible until Canadian productions were sold as such. In this way we would win respect for our goods the world over.

There had been some sensational statements as to the exorbitant profits made in the shoe industry, but he contended that there was no country in the world where shoes were sold at such low prices as in

Canada. If the newspapers had taken the every-day shoes, and not the high priced exceptions, there would not have been the misrepresentations which had been so freely printed. One of the objects of such associations was to make for the betterment of their industry, to put more enthusiasm into their business. He asked them to always have in mind loyalty to their industry—not to be afraid to say to customers “These are Canadian goods, and are just as good as any that can be imported.”

Mr. L. Adelstein reported on the retailers' convention in Toronto, explaining and commenting on the various resolutions passed.

#### Next Dominion Convention in Montreal

Mr. Gales remarked that at the convention it had been suggested that the next convention with the styles show should be held in Montreal. He was sure that the gathering would have the co-operation of the Montreal shoe manufacturers and the support of the retailers. Such a convention and show would be of benefit to retailers, and he was sure they could arrange a very successful event.

#### The Labor Question

Mr. Lambert spoke in some detail of the question of production and hours. Labor, he said, was asking for more money, and shorter hours, and with larger earning powers, men were not inclined to produce on the old basis. The result was seen in the forcing up of prices. A six hour day could only mean smaller output, and it was not possible under such circumstances to reduce prices. On the question of profiteering and profits, Mr. Lambert asserted that retailers were compelled to get higher profits, in order to meet the increasing expenses and the cost of living. He said that retailers were not making undue profits, and pointed out that retailers, at any rate, had not piled up fortunes as the result of the war.

Discussing the question of exports Mr. Lambert referred to the heavy demand for shoes in Europe. The previous day manufacturers had had under discussion exporting shoes to Russia. In that country it was not just now a question of style, what was wanted was shoes, and he suggested the formation of a syndicate to take over all old stock and export it to

Russia. There would be a ready market for such goods. Concluding, Mr. Lambert suggested the inclusion of ladies in the membership of the association.

#### The Price of Hides

Mr. Daoust referred to his speech at the Toronto convention, which had been so widely printed. In that connection, he said that two hide dealers had accused him of bringing down the price of hides and also accused him of later boosting prices. They gave him, said Mr. Daoust, the credit of exerting a greater influence than he imagined he possessed. As a matter of fact, he had nothing to do with the question of prices; and it was a mere coincidence that President Wilson got after the Chicago packers about the same time Mr. Daoust complained of the action of these packers in relation to the control of hides. He agreed with Mr. Lambert as to the effect of shorter hours and restricted production on the cost of living. What was true of the industry in this respect was true of the tanning industry.

Mr. J. A. Beaudry discussed the subject of production and distribution. Canada, he said, had the basis of great national prosperity in her natural resources. Production was essential, but there was a tendency among our people to ask for more wages and to work less hours. It was important that the various interests, manufacturing, wholesale, and retail, should get together and endeavor to disseminate the truth on the subject of production and profits. Unfortunately consumers had lost confidence, and there was an impression that the three interests mentioned were profiteering. The trade papers could do much to correct this impression, and to give the real facts of the position.

Mr. Gales said that they were indebted to the footwear trade papers for the helpful information they gave.

Mr. Doig then entertained the company with a few humorous stories, and the proceedings concluded with thanks to the speakers, voiced by Mr. C. R. LaSalle and Mr. Gales.

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## Mr. C. F. Rannard of Winnipeg Issues Statement to the Daily Press Regarding Probe of Shoe Prices

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**M**R. C. F. RANNARD, the well-known Winnipeg shoe retailer, was recently called before the Board of Commerce, investigating the cost of shoes. The tactics of the examiners appear to have been similar to those used elsewhere—a determined effort to bring to light the highest percentage of mark-up, irrespective of the store's average net profit. During the course of the examination Mr. Rannard endeavored to point out to the Board that there existed in business such things as overhead, short profits on various lines, odd sizes and left-overs that are sold at a loss, and so on, and that there was no sense or reason in inflaming the public mind by a publication of the profits made on only a certain few styles. The Board, however, continued on its own policy, stating that Mr. Rannard might be given an opportunity to explain these things at some later date.

After the examination Mr. Rannard issued a statement to the daily press. This is as follows:

"Mr. Whitla, on behalf of the commission, asked me to state the highest priced shoes, men's and women's, that were carried for retail selling. This was given willingly, but I pointed out to the commission that it was an unfair method of going into the spread of prices in retail shoe stores by taking out such shoes, which, as is generally known, carry the highest profit. That to get an accurate spread would be by considering the various articles usually stocked in a retail shoe store, which retail at a selling scale from 10, 20, to 40 per cent., that high grade and style shoes bring a higher profit, and that about 30 per cent. of such shoes are retailed at bargain prices in order to clear out 'left-overs' and 'shop-worn' merchandise. I stated that we carried men's and women's durable shoes made of good materials that would give good wear at from \$5 and \$7 respectively. Rubbers, moccasins, felt boots and slippers are sold at a very close margin, and, as the season is short, it is customary for the merchant who desires to clean stocks to bargain these regardless of what they cost. It

would be a better method to first go into a shoe firm's yearly statement, showing their trading account, gross profit, expenses and net profit. This would show whether or not the merchant was profiteering. We have filed our statements with the government ever since the war tax on profits became effective, and if the commission can show by our statements that we were making an undue net profit, then we should be held up to the public as profiteers."

"Retail shoes in Winnipeg are sold very close," said Mr. Rannard, "in consideration of the cost of doing business. From twelve to sixteen years ago, when I first went into the shoe business, we were able to run our business on 15 per cent. selling cost, whereas to-day this is doubled, and our 'mark-up' has not increased anything near in proportion. Then, again, 25 to 30 per cent. of our 'left-over' sizes and 'shop-worn' lines are sold at bargain prices regardless of what they cost, and it is our method each time they are placed before the public to make a further reduction.

"As far as our stores are concerned, the customer who does not seek the highest grade made from picked skins and from hard-to-find selections, can always secure good, wearable shoes, good fitting and neat looking footwear, at economical prices within the reach of anyone's purse. My experience these last few years has been that the public are very critical and call for high-grade shoes.

"As far as the Rannard shoe stores are concerned, no commission or government, I am satisfied, can ask us to reduce our spread in prices, as it is based entirely on the cost of doing business. We have tried to get our rents lowered; we are very careful to scrutinize all costs; but our past experience has been that it pays to employ good men and women who understand their business, give the desired service and satisfaction to our customers and, therefore we pay these people good wages, which we find is the cheapest in the end.

"We stand ready to put before the commission all

papers, documents, statements and other information that it desires, feeling satisfied it will find we are selling at reasonable prices and making a small percentage of net profit, and that any reduction would com-

pel us to reduce salaries or carry on our business with less employees and follow the cafeteria plan, which, although tried, has not proven successful in the shoe business."

# A Store's Mission is to Serve the Public

**You Must Have Faith in the Article You are Selling—the Customer Must be Pleased—  
Exaggerated Advertising Does Not Pay—Of Little Value are Guarantees,  
Comparative Prices and Continual Sales—Some Words of  
Advice for the Retail Shoe Salesman**

**T**HE only excuse a retail store has for its existence is for the service and convenience it can offer its patrons.

To better serve, and give the best that money can obtain for every dollar received is the foundation of all successful business houses.

To accomplish the desired results it is essential that all employees should have a clear idea of the principles and ideals adopted by the institution they represent.

## "Confidence is Essential"

Unless you feel that the firm is right, and has the highest ideals and principles for its conduct, you are wasting your time to even consider becoming an employe.

You must have faith in the business you are trying to help develop, or you will not only be in the way of your own progress, but you do harm to the business itself.

You cannot hope to be a success as a salesman without confidence in the merchandise you are selling. If you feel that you are not giving the best of values you will surely fail.

Study the business, learn values and what is required to make a business success, this will enable you to judge what is right and convince you of the value of the service being given.

## "The Test of Service"

Every transaction has to stand the test of service, and you will find it to your interest to take a real interest in your customer's wants and see that these are properly filled.

Do not feel that the most essential thing is to make the sale. Consider first if the merchandise is desirable and fitted for the purpose it is wanted.

A sale is not complete until your customer has been pleased in every essential. Do not suggest things that you know will not prove satisfactory. You are either developing or retarding the progress of the business with every sale you make.

If you are in doubt about any question you are called on to answer, ask some one who knows and can give you the information wanted. Always be sure that you are right.

## "Advertising"

All advertising must be based on facts. Exaggerations must not be resorted to. It's a waste to pay for space filled with hot air.

Statements that state the facts in the most simple words and tell your prospective customers as near as it is possible just what may be expected bring the best results.

Lincoln said: "You can fool all the people sometimes, and some people all the time." If you want to build up a business and succeed there are not enough people in the community that can be fooled all the time to make the effort worth while. It pays to tell the truth.

Be sure to read every ad. and try to see that every promise is fulfilled. The value of the firm's advertising increases as people more fully learn to appreciate the merit of the advertising policy, and accept the statements for their full value, this will make every word a paying investment for the future when properly and honestly carried out.

## "Comparative Prices"

Comparative prices should not be used except when actually justified, and where prices have actually been reduced. This is good business when you are actually giving more than value received.

Comparative prices when used to get business away from a competitor never should be considered whether you can make statements that are really facts or not. Never use a competitor's merits or shortcomings to get business.

Comparative prices, explaining the difference in the value of an article you are trying to sell and one that offers less value at a lower price, is good business. It's the value and not the price of an article that is longest remembered.

When you find an opportunity to save your customer money by suggesting an article that will fill the need satisfactorily at a lower price, you are using good judgment and will make friends.

## "The Reason for Sales"

Merchandise that has its value based on style loses in value as the season advances and something else is produced to take its place. Seasonable merchandise must be sold during the period that it was intended to serve its purpose.

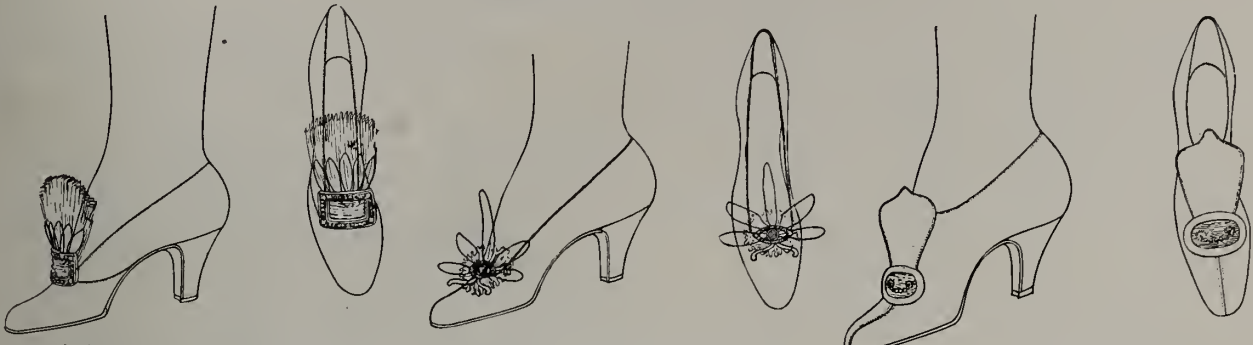
Sales on style merchandise are not only justified but are essential. The price in this character of merchandise is based on the newness of style, and loses its value when this feature is eliminated.

Sales are a necessity to keep a stock clear of all odds and ends, to allow goods to remain in stock beyond the period during which they should have been sold is only creating losses in the end, and no one serves the firm better than he who always makes special efforts to have clean stocks.

Cutting prices and having sales, just to increase volume and disregarding the fundamental principles of good business practices will lead to loss of confi-



*Some of the Latest Models in French Footwear, Illustrating the Short Vamp and Round Toe so Popular in that Country*



*A decided novelty in ornament. Made of tulle, it has the appearance of a thistle bloom.*

*Dainty evening shoe in white or coloured satin. The ornament closely resembles a dragon-fly.*

*A simple but effective shoe. The fastening is hidden behind the tab.*

—Courtesy Footwear Organizer.

dence with the consumer and react to the final detriment of the firm.

**“Guarantees”**

Most guarantees have very little value, due to the fact that the customer has been too frequently misled, and does not feel that guarantees are justified or worth while in most instances.

An argument based on the guarantee of the article meeting certain requirements should never be used without first making sure that there is no doubt about the claims made. It is seldom necessary to make guarantees.

The reputation of the firm should be such that the fact that the goods are being offered in itself offers sufficient guarantee of its value, in fact no merchandise should be accepted or offered for sale about which a doubt exists as to its real merit.

As a matter of good business, if for no other reason, every article offered by the firm has the stamp of its approval, and carries with it a guarantee of perfection and satisfaction, and merchandise that is defective or unsatisfactory will be cheerfully taken back when the claim is justified.

**“Courtesy”**

The most inexpensive asset we have is courtesy. We can be courteous to everyone we meet without any cost to ourselves, in fact to practice courtesy is improving our own worth at all times.

Customers at times feel that they for some reason have been mistreated, and will say things that are not pleasant and really justified. To return angry remarks only adds fuel to the flame.

When a customer complains and makes really unreasonable demands that cannot be granted, the least said is soonest mended. It is in most cases better to refer them to some one who can discuss the problem and make the necessary adjustment if required.

A mild answer and a real effort to find the cause of the complaints will frequently eliminate all trouble, especially when imaginary, which is at times the case, but never under any circumstances allow yourself to become angry and talk back.

**“One Price to All”**

A piece of merchandise has its definite and real value, based on its original cost, with the cost of doing business and a reasonable amount for net profits

added, and is worth as much to one as another of a store's patrons.

To be successful, a store cannot and must not take into account the standing of the individual in the community, all patrons must have the same service, given the same values and consideration under all circumstances.

To grant special favors by giving special discounts or prices to certain patrons is not only poor business but really dishonest and cannot be tolerated under any conditions and would probably destroy confidence more quickly than most any method that could be pursued.

If an article is not worth what it is marked, the one in authority should change this price at once and re-mark it. Do not try to fool your customers, it's neither honest nor good business for the present or future. Give all the same square deal under all circumstances.

**“Dont's”**

Do not allow customers to wait near you without being spoken to, regardless of how busy you are.

Do not spend your time and energy worrying about the other fellow's job, improve your own.

Do not allow goods to leave the house without being positive that the proper charges have been made.

Do not accept goods for return that have been damaged or abused, and always be sure that the proper credit is given.

Do not entertain friends while customers are waiting for some one to attend their wants.

Do not gossip. It's bad for one's character at any time, but worse for a store and will do a great deal of harm.

Do not give a customer a misfit in anything as you and the store will have to take the blame even though it's the customer's own choice.

Do not complain to your customers about your surroundings. If you are dissatisfied go to the one in authority and complain or change your position.

Do not avoid a customer you feel does not want much. To-day's penny customer may mean your best sale in the near future.

Do not hesitate to look after the little things. It's

the small items that make up the year's business and the pennies represent the firm's profits.

Do not envy the fellow ahead of you. There is always room at the top and the proper efforts to improve yourself and hard work to succeed will better your condition.

Do not mind showing everything that your customer shows an interest in, even though it may seem energy wasted, it may lead to sales in the future. Your customers will talk.

Do not be persistent. Always show goods willingly, tell all you know about them that is interesting and worth while, but never insist on purchases being made.

Do not practice familiarity. It is not good manners, neither is it good business. Many people resent being treated in a familiar way. It is better to just be courteous.

Do not use slang. It may sound good to a crowd having a good time, but is out of place in a store. You can look pleasant, feel happy in your work, and really have a good time without being hilarious.

Do not fail to make your customers feel at home. Consider them as your individual guest while looking after their wants and accord them the same consideration you would expect in another's home.

Do not make unjust statements about anything and never exaggerate to make a sale. It leads to difficulties and loses customers in the end.

Do not argue with a customer about the merit of a competitor's merchandise or reputation. Everyone has a right to their own opinion.

Do not fail to read and study the store's advertisements and keep posted about the business in all departments. You will find it a good investment for your own advancement.

### What to Do With Your Bank Balance

**E**VERY cloud has a silver lining. The cloud of war which overshadowed Canada for nearly five years, has disappeared, and the country emerges from the ordeal stronger and greater than she has ever been.

Ample proof of this is found in the fact that her people, notwithstanding the many claims upon their pockets, have increased their cash balances in Banks and Post Office by nearly 655 million dollars in the last five years. The figures have gone up from \$1,086,103,704 to \$1,740,462,509. In this respect Canada will compare favorably with any other nation that was engaged in the war. The increase is something like 75 per cent.

The Victory Loan, 1919, offers a very profitable investment to every person who has a savings account. The rate of interest is considerably more than that paid by the banks and, besides, investors will be putting their money to the best possible use in strengthening and consolidating the financial position of our country and the restoration of the men who went overseas to suitable places in civil life.

One retailer features to some extent two pairs of baby shoes in a fancy box, suitable for a gift. A fancy card accompanies the purchase and he says it takes well.

Spring, 1920, looms up as the biggest low shoe season on record—brogues well in the lead.

## Wonderful Development in Canadian Footwear Factories During Past Few Years

**D**URING the last few years Canada has made strong strides in the production of boots and shoes. Factories have been increased and extended, and this year there have been some notable additions to the productive capacity. Besides increasing their output, Canadian manufacturers have improved the quality of the goods, and it is no longer necessary to go outside the Dominion to obtain the very highest grades of footwear. We have the best machinery obtainable, skilled labor, and abundance of cheap power, and can draw upon the markets of the world for raw material.

A few figures illustrative of the growth of the industry will be of interest. In 1909 the output was eleven million pairs, and this was increased during one of the following years to 20 million pairs. The latter total, however, was exceptional, and was due to heavy Government orders and free buying. The normal annual output is sixteen million pairs, in addition to which there is a certain number of slippers and the production of shoes, by rubber companies, of which rubber forms a constituent.

We may divide Canada into three divisions, for the purpose of analyzing the output—the Montreal district, which produces 50 per cent. of the entire total; the Toronto district which virtually means Ontario, 25 per cent.; Quebec, 20 per cent.; and the Maritime, 5 per cent. The amount of shoes made in the West is negligible. The province of Quebec is of the chief centre of the firms making for the jobbing trade; but in every division there are manufacturers producing from the cheapest to the highest grades.

Ontario, however, supplies the greater portion of the domestic leather supply. Canada is dependent upon the United States for much of the higher priced leathers, and in the chief cities there are many agencies for the sale of leather from that country.

The last few months has seen an important development in the export trade. The visit of three leading manufacturers to Europe had a great bearing on this question. Before then we had been doing an increasing trade, particularly with France, but the visit of the three manufacturers resulted in more extensive orders being placed in Canada. A considerably larger amount of business could have been done but for the strong rise in the cost of leather. Canada must increase her exports if we are to find a way out of the heavy financial burden which the war has imposed on the country, and there seems no more promising field than the shoe trade.

So far the shoe trade has been singularly free from industrial troubles; although it is true wages have increased, and the supply of skilled labor has not been up to requirements. As a whole, operatives have been satisfied; they are earning good wages, with steady employment. There are, however, complaints that the production is not, per man, up to pre-war standards.

The outlook for the immediate future is satisfactory. The domestic demand is excellent, and although prices are higher than in former years there exists no great cause for uneasiness.



## WOMEN'S SPRING & SUMMER STYLES

**L**OW cuts are the predominating feature. One, two and three eyelet pumps are unquestionably the best bet—the one-eyelet ties leading. Colonials are second in line and oxfords third. Small, medium and large tongue pumps are shown with the eyelet and strap effects and also in plain models. A development in the oxford lines is seen in the brogue patterns displayed by many makers. These are made in various leathers, but prevail in browns.

Chestnut brown seems to be the most wanted and acceptable color—in both kid and calf. In fact there seems to be some standardization on this shade as it is one recommended on the color card of the Allied Tanners' Council of the United States. Beaver brown is next in popularity to the chestnut brown, and is used in several attractive combinations in high-cuts. The lighter colors—gray, ivory and so on—seem to be only of passing interest and are not in great demand.

Patent leather will be extensively worn, most of the leading makers showing this leather in their range of samples. Black kid will be a good seller also, but in many quarters there is a feeling that white lines will experience a falling off.

The same general tendency towards longer foreparts continues. There seems to be no desire either on the part of the trade, or the wearers, to have shorter vamp lengths. The time may come in the near future when we shall revert to the round toe last now so popular in France—and which is being manufactured by one or two makers in the United States—but the present tendency is all toward

the long, slim effects of the past season.

The Louis heel continues in substantial favor, although there is a good demand for the Cuban heel and a particularly interesting development is seen in the Baby Louis heel which is shown by one maker of fine women's shoes to a considerable extent. In fact he issues a warning that retailers caught without at least a sprinkling of Baby Louis heels will be sorry for it. It is generally considered that a dress shoe is not as it should be without a curved heel and the full Louis has established a strong hold in this connection. However, the Baby Louis is a compromise that combines the comfort of the Cuban heel with all the advantages of appearance of the full Louis, and there should be a number of them worn next spring.

Gypsy pumps and boots have been revived to some extent in the United States, and it is thought in some quarters that they will have another sensational run.

Some makers state that their sales are running largely to low cuts, there being no great demand in the high-grade lines for high-cuts. Staples, of course, are always safe, but for the best trade there seems to be every indication that it will be a low shoe year dating from the beginning of the year. Woollen hosiery, now becoming popular, makes this a reasonable possibility.

Plain colors are the rule in high-cuts—blacks and medium browns in kid and calf. A few combinations are seen, but the demand does not seem to be very great. Satin tops are shown on a few models and there are plenty of novelties for those who want them.



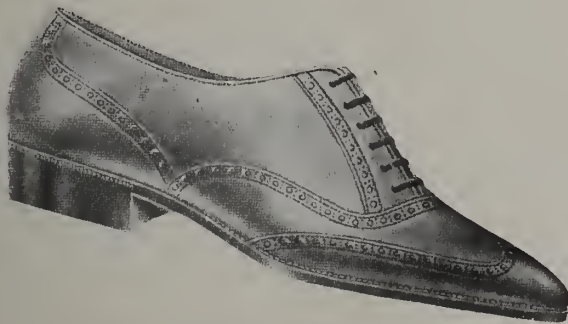
- Patent one-eyelet tie, pointed tongue, four-inch vamp, plain tip, narrow toe last, leather Louis heel, heavy edge turn. The one-eyelet pump is generally conceded to be the best bet for Spring. It is also shown with the Baby Louis heel. This model made by Getty & Scott.



Four-inch circular patent vamp, narrow toe last, low cut patent quarter, 14/8 Baby Louis heel with plate, high throat with four pearl buttons, light welt sole



One of the newest style developments for Spring is the Gypsy pump. The distinctive features of this new Gypsy pattern are the high cut throat and fancy quarter foxing



Tan Russia Calf Brogue Oxford, Wing Tip, Perforated Circular Vamp and Heel Foxing, Perforated Lace Stay, Blind Eyelets, Medium Round Toe Last, Low Heel, Welt



This Gypsy blucher is being shown by one of the large New York stores—In line with this is a Gypsy oxford for Spring selling



Medallion throat overlay on a Baby Louis pump. This heel is the season's latest style feature—Nathan D. Dodge Shoe Co., Newburyport, Mass.



Dark tan oxford with mannish heel, imitation tip

## N. S. R. A. Style Program for Women's Shoes for Spring, 1920

### Low Shoes Dominating Note

**I**T is recommended that styles of low shoes and pumps remain in accordance with the existing vogue, that no new styles of lace or button boots be shown for the spring of 1920, and that oxfords pumps and pattern pumps be the dominating note for spring, 1920.

### Colors

We recommend tans in two shades in calf—a nut brown and a lighter shade. In kid, a medium dark shade of brown, avoiding the red tint as far as possible, and a darker golden brown.

A neutral shade of medium gray.

The continued use of black kid in glaze, semi-glaze and mat; also black calf and black patent leather.

Black, white, beaver and dark brown and neutral medium gray in ooze, suede, black and side buck.

White shoes will be very much in vogue for summer wear in white kid, cabretta, calf, suede, buck and side buck; also fabrics. The making up of fine quality canvas in fine shoes should be encouraged.

Satins should be encouraged for dress and semi-dress wear only. For evening wear metallic cloths will also be worn. A limited amount of bronze will also be worn.

### Lasts

We still recommend that no new lasts be introduced with more than a size and a half extension and to carry not more than a four-inch vamp. Lasts now in vogue are to continue.

### Heels

The use of lower heels in wood and leather, Cuban and Louis, is recommended.

### Patterns

We recommend that pattern pumps be shipped untrimmed, so that customers can select their own ornaments.

### Making

We recommend that light welts and McKays be encouraged on all pumps and low effects for semi-dress and street wear.

### Sport Shoes

The sport shoes, as now in vogue, will continue. Present indications are that for the mid-summer season of 1920 sport styles will come back into their own as strong as they have been in years past. The lasts should be up-to-date, carrying 8/8 heel. The use of fibre soles and rubber heels having proven successful should be encouraged.

### A Handsome Line

**M**R. W. G. FALLEN, sales manager for Getty & Scott, Galt, Ont., has been at the King Edward Hotel, Toronto, showing the line of Classic shoes for spring, 1920. A feature of this line is a handsome one-eyelet tie, which, according to general opinion, is going to be the one best bet in low shoes next spring. The Brogue oxford is going to be another strong seller and Getty & Scott show it in cocoa brown, patent and white buck. The Baby Louis heel is another development in the Classic lines and, contrasted with the full Louis heel, is in a class by itself. It has all the advantages of the Coban heel combined with a grace of outline that should make it very popular. A novelty is an all red kid five-eyelet oxford, and there is also a high cut of a beautiful shade of blue kid. A line with patent vamp and shepherd's plaid cloth quarter, in all sizes, from the baby in the cradle to the mother, is very attractive. A combination high cut is field mouse and chestnut brown. Two striking models make use of satin uppers. One is of chestnut brown kid with seal brown satin upper and the other is black patent with black satin upper. Classic shoes for children were also shown and the range is very complete, including the Tru Trod and Foot Trainer lines, made on nature lasts. There was also a good showing of high cuts for growing girls.

The Getty & Scott travellers are now on the road. Mr. D. R. Holly is covering Eastern Ontario and Montreal; Mr. F. R. Delafield, north-western Ontario; Mr. Wm. Edwards, Toronto; Mr. W. E. Young, London and Western Ontario; Mr. W. A. Kearney, Quebec and the Maritime Provinces; T. A. Cosford, northern and Eastern Ontario, and Messrs. P. R. Logan, W. A. McDonald and L. S. Walden in the prairie provinces.

### Demand for Pumps and Oxfords

**L**A PARISIENNE SHOE CO., LTD., Maison-neuve, makers of women's lines, are showing two new and attractive lasts. These are a pump and a shoe made in widths from triple A. to D. The pump has a Spanish heel, 4½ in. vamp, and imitation buckle effect. The pump is also made with a Southern tie. One style has two eyelets on either side for the lace, which terminates in a bow; another has two buttons, one on each side, for the purpose of securing a strap which runs across from side to side and holds the shoe in place. The pump is made in patent, black, field mouse, dark gray, and white kid. The other new last is a whole fox shoe, with plug effect, and waved top. The vamp is 4½ in. long, and has a Spanish heel. The shoe will also be made in button style; the leathers will be in great variety and in combination. It is stated by the company that there is likely to be a heavy demand for pumps and Oxfords, which will be worn with gaiters.

### Patent Leather Lines Selling Well

**E**LIE Jobin, Limited, manufacturers of the "Al-liance" shoe, Quebec, state that their best selling lines are as follows: Women's patent leather pumps, Louis and Cuban heel—also the same model in kid; women's patent leather oxfords, Louis and Cuban heels—also the same model in kid; women's seamless bals, Mahogany vamp, Nubuck top, high cut—also the same model in kid; men's and boy's mahogany seamless bals, narrow toe last, Neolin soles and rubber heels; men's and boy's box calf, seamless bals, narrow toe last, Neolin sole and rubber heel; men's and boys' gun metal seamless bals, narrow toe last, Neolin sole and rubber heel.

# General Adoption of Oxfords, Pumps and Spats

Popularity of Low Shoes Will Be Reflected in More Plentiful Supplies of Leather

—One, Two and Three Eyelet Ties Leading in Demand With Colonials  
Plain Pumps and Oxfords Following

From Our Boston Office

THE prevailing styles for the spring and summer of 1920 will reflect the aftermath effects of the waste of war. All efforts are being exerted to emphasize economy in cutting stock, and the standardization of both men's and women's trade of oxfords to be used with colored spats during the winter and early spring months is evidenced by the returns of the shoe salesmen with their future orders. The increasing popularity of oxfords on the present high price leather market is a very good sign and is sure to help to keep the price of shoes from soaring to any greater price than is absolutely necessary. There are plenty of fancy creations unlike anything yet seen which will be exhibited in the stores and by the travelling salesmen but the very extreme high boots and uneconomical patterns will not be in vogue. The Allied Trade Councils representing all branches of the shoe industry have recommended certain specific things along lines of economy which will be complied with by all manufacturers as far as it is practical for the different firms to do so.

### Women's Shoes

The patterns in women's footwear for the spring will all contain graceful and dainty lines if they are

going to sell. Combinations in colors will be absent except in sport footwear. Buckles in entirely new designs and creations will be displayed in increasing numbers in the shoe store windows. The biggest season yet is predicted in shoe ornaments. A new buckle appearing with heretofore unknown patterns is the solid cut steel effect. Sharper lines and much brighter effects are the result of these new ornaments.

One, two and three eyelet pumps with long tongues, both plain and ornamental will be in greatest demand, according to the reports received. These will be closely seconded by colonials and combinations of colonials and pumps, and oxfords in third line of choice. Louis heels remain in vogue, many with dull aluminum heel plates. The toes will be long and narrow. In sport shoes the models will remain very much the same with 9-8 heel and fibre soles and heels.

In calf leathers blacks and browns are endorsed; calf, a lighter shade of brown and kid, a medium and darker shade of brown. In grays, a neutral shade is recommended. Black kid, glazed, semi-glazed and mat finishes are endorsed; also black calf and black patent leather.

Whites will be seen in kid, cabretta, calf, suede,

## Three High-Cuts Shown by the Westcott-Whitmore Company Syracuse, N. Y.



Dark Chocolate Kid,  
Full Louis Covered Heel, Turn



Black Satin Lace, Full Louis  
Covered Heel, Worked Eyelets,  
Turn



Beaver Brown Kid,  
Half Louis Covered Heel, Welt

buck and side buck, as well as finer grades of canvas and fabrics.

In ooze, side buck, suede and buck the colors will be black, white, beaver, dark brown and a firm gray.

Satins are only recommended for evening and dress wear. Silver, bronze and lustrous cloths will be shown to the fashionable trade for dress only.

As has been the trend in recent seasons calf and kid will predominate with side leathers being more and more adopted. Blacks, tans and whites will lead.

#### Misses and Children's Shoes

Along lines of economy, to meet the lack of supply of the better grades of calf, side and kid leathers manufacturers are urged to use the cheaper grades for children's shoes, and it is urged upon the dealers of leather to make reductions in these lines to permit the manufacturers to use these poorer surfaces in the smaller patterns on the children's lines. Another feature emphasized in the children's lines of footwear will be the conformity to already existing standards for growing feet of the orthopedic lines. In connection with misses' and children's shoes it has been the experience of the retail trade that the demand appears to be for medium shades in tans, and it is urged that any tendency to bring out in this class of footwear the darker browns and mahogany colors as shown in men's and women's shoes be discouraged.

Play shoes for school children and minors will be made of the heavier materials and bi-products, giving increased strength and with less labor cost, thereby reducing the expense of this line of shoes and standardizing the lasts and materials.

#### Men's Shoes

In men's lines, mahoganies, dark tans and cordovans will be given, and will appear in lighter shades. This recommendation is urged with the feeling that as the shades shown become lighter there will develop a greater demand for black shoes.

Lasts in men's shoes will remain very much the same as those shown on the fall and winter lines, the brogue broad toed effect and the narrower last resembling the English models. Some dealers will show extremely narrow elongated toes running from 2 to 2½ sizes larger than standard sizes, with a very narrow shank and a 1 in. heel. These are extreme patterns, however, the sizes, as a rule, not running over 1½, the standard. Another model which will be shown is the last patterned after the military boot, and is designed to appeal to the boys returning to civilian life who have been in the habit of wearing a heavier, broad toed last. This last will have a broad 1 in. heel, extension edge heavy sole with a trifle toe spring. High toed lasts are a thing of the past. Wing tips, extensive perforations and pinkings, brass eyelets, heavy soles in the brogue models and also foxed patterns, another economy feature, are the predominating outward earmarks of the next season men's lines.

Lasts will be wide in the ball and shorter in the vamp. In some of the heavier models the welting will extend under the heel, and edge extensions will be more evidenced. Gunmetals will sell well, but calf and side leathered shoes in tans will prevail.

Daoust, Lalonde & Company, Limited, Montreal, have added two new lasts in men's and two in women's—all welts. They have also added to their range a few lines of brogue and golf shoes.

### Variety of New Lasts

THE line of Utz & Dunn Company, makers of women's high grade footwear, Rochester, N. Y., is composed of some of the handsomest shoes they have ever made. Among them there is a wide variety of new lasts, styles and patterns in trend with the modern demand for high grade footwear. All



An Utz & Dunn model for spring

of the new models are practical, dainty and of remarkable fitting qualities.

### One, Two and Three Eyelet Oxfords

THE Lindner Shoe Company, Carlisle, Pa., makers of women's fine shoes, are featuring in their spring lines one, two and three eyelet blucher oxfords with ribbon lacers, and are also showing a good line of sport oxfords—white fabric and white kid, with patent, Russian calf and white kid trimmings on low and medium heel lasts. Some other lines are a brown kid oxford, leather Louis heel black kid oxford, Cuban 1 7/8 heel; patent pump, celluloid covered heel; one-eye colonial pump, covered wood heel; white kid oxford, Cuban one inch heel, white ivory soles; white Marcelle cloth pump, white welting, white enamelled heel; black kid lace, 9 inches, 3/4 whole fox, covered wood Louis heel; brown kid lace, 9 inches high, leather Louis heel, 2½ inches high; Russia calf lace, 3/4 whole fox, 9 inches high; patent lace, mat kid top, 9 inches high, leather Louis heel.

### Ivory Sole Leather Gaining Popularity

AMONG the various shoe styles for both spring and winter are excellent examples of black and colored leathers trimmed off in the heel, shank and sole with White Ivory sole leather. Wearers of shoes made of Ivory sole leather are strong in their convictions of the durability and comfort of this leather as a suitable bottom. They claim it retains its strength when subjected to severe weather and strain tests and retains its bright white color in spite of frequent wettings and hard wear, such as a sport shoe is sure to meet with. The chemical ingredients are such that moisture does little harm to this leather and when thoroughly wet the edges will not check, crack or discolor. This trademarked leather is being exhibited by many manufacturers of high-grade shoes in not only all kinds of sport models, but in street walking footwear of every description, some very pleasing contrasts being made with the pearl white ivory finish and the colored uppers and vamps.





## MEN'S SPRING & SUMMER STYLES

**T**HE development of the Brogue type of shoe is the great feature of men's shoes, in low and high, for Spring, and it is a practical certainty that these will be the best sellers for the young men's trade. The brogue appears to be a development arising out of the demand by returned soldiers for a heavier and more dressy shoe than was available in the shoe stores. It is a style that has, of course, been popular in England for many years and the boys who were overseas seem to have brought it back with them. Lots of "dog," in the way of perforations and ornamentation, seems to be the cry, and makers are showing some exceptionally snappy models on English lasts. An extreme brogue has a broad, flat, square toe. This is shown by one or two makers of men's fine shoes and promises to have some degree of popularity.

The main point is that after several years of little or no development in styles for men there is now something to brighten up the number of sales in the men's department.

Solid colors are the rule—two-tone effects are featured to some extent, but will be in the minority. As in women's shoes, medium browns will predominate. The very dark shades have fallen off a little and the lighter shades are leading. In black shoes, gun metals are first, black kid, black kangaroo, calf, and cordovan following. For the dressier shoes there are, of course, a number of attractive samples in patent leather.

There has been an attempt in some quarters to lengthen vamps and bring out more pointed toes, following no doubt the tendency in wo-

men's shoes. Generally speaking, however, lasts are somewhat wider in the ball and shorter in the vamp. Soles are heavy, shanks also and uppers are very substantial. Some weltings encircle the heels and extensions are greater. There does not seem to be any change in heel heights.

One maker says there is every evidence that the coming spring season will show a greater prominence of lighter tan Russias and orders received thus far indicate that blacks will be sold freely. Sport shoes in white buckskin with ivory soles will have some sale.

Manufacturers generally have added many new lasts and patterns. For example, Dupont & Frere have two new lasts—one on the "London" pointed toe last with low heel, and the other on a straight last made for cushion sole. These goods will come in blucher and bals in colored calf and side leather. The Miner Shoe Company have a couple of new recede toes in tan and black calf. There are also a number of samples of tan side and mahogany side shoes on both recede and medium round toes. Daoust-Lalonde have added two new lasts in addition to brogues and golf skoes. Slater Shoe Company have introduced a number of brogue effects and two new lasts—one a straight and the other having a French toe. Regal Shoe Company have five new lasts and patterns and so on down the line. This is just indicating the increased attention that is being given to men's styles and which should make the coming season a particularly good one.



Above: A new plug oxford, boarded Russia, wing tip, perforated vamp and quarter, blind eyelets, heavy single sole

On the left—The "Brogue" oxford on square toe last—Norwegian calf, winged tip, perforated and pinked tip, vamp, quarter and eyelet row



Seamless plug oxford, dark tan Russia calf, medium narrow toe, English last, perforated straight tip with centre design, blind eyelets, white sole stitching



The "Brogue"—considered to be the most snappy young man's shoe for early Spring wear



Two-tone button—mahogany calf vamp, top of field mouse kid, space stitched vamp, straight tip, 8/8 heel, channeled sole stitching, narrow toe last



Medium English toe bal., Russia calf, natural welt, white stitched sole, perforated vamp and lace stay

## Spring, 1920, Style Program For Men's Shoes

*Recommended by the Allied Trade Council and Endorsed by Style Committee of the National Shoe Retailers' Association*

### Colors

**W**E recommend that the color and shades of leather should tend to the lighter shades of tan, and that cordovans, always finished dark, should be brought out with more life. The darker tan calf shades now in vogue should also be lightened up.

It is the belief of the Styles Committee that when lighter shades of tan are promulgated more black leather will be used.

In kid, a medium dark brown will be a good shade. "Freak leathers" of every sort not here described should be avoided. There is every indication that two-tone effects will have some call. This would bring in the box cloth shades in buck, side buck and suede, as well as cloth. Black patent in button and lace should be encouraged for dress wear.

### Lasts

There is an insistent demand for an extreme drawn-out narrow-toed last, ranging from 2 to 2¼ sizes over standard, flat forepart and narrow shank with 1-inch heel. Present lasts should be continued. The largest

call is for medium toe lasts not exceeding one and a half sizes over standard.

An "after-the-war" last is a good suggestion. Much appreciated by young men is a medium full toe, broad tread and slight toe spring, carrying 7/8 to 1-inch broad heel, with extension sole. This last should be built with two prime considerations, namely: It should be a young man's type with plenty of snap, and yet with room enough to take care of the muscled up feet of the American soldiers.

High toed lasts are taboo, and all staple lasts of this character should be refined by reducing the "hump".

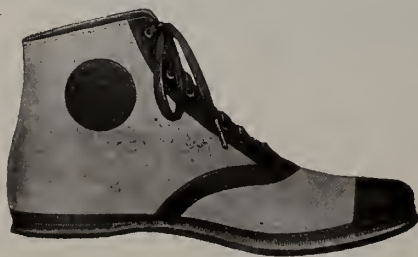
### Patterns and Trimmings

We recommend injecting more style features for the young men's trade, opening the way for generous perforations, fancy patterns with pinkings, and some brass eyelets. The use of certain foxings and small pieced patterns is good and makes both for economy and effect.

Wing tips and the so-called "brogue" oxford will be in good demand. These may be styled with heavy soles and carried over for fall and winter (1920) wear in combination with snappy woolen hose.

### New Outing Shoes

**S**IX new styles in canvas covered wooden heel pumps and oxfords have been added to the lines of the Kaufman Rubber Company, Limited, Kitchener, Ont. These new lines are made in different qualities and with 8/8 and 12/8 heels. The company believe that the coming spring season will see a strong demand for oxfords, sales in these lines having greatly increased during the past summer. In



A new line by the Kaufman Rubber Company, Kitchener—white canvas with dark sole and dark leather facing.

men's lines they have added a fine quality oxford on an English last—a higher grade than hitherto made and for which they anticipate a big demand. The "Tuxedo" model, shown herewith, is in keeping with a line developed in the United States during the past summer and which is expected to take well with the Canadian trade.

A report from Paris and New York indicates a popularity of "black and white" in women's costumes. A large Canadian shoe manufacturer states that he does not look for any such demand in footwear. A few black and white combinations are shown but the demand is slight.

### Brogues Prominent

**T**HE samples of the Boyden Shoe Manufacturing Company, Newark, N.J., contain more than the usual number of brogue oxfords and fancy shoes. There is, they say, every evidence that this coming spring season will show a greater prominence of lighter tan Russias and orders received thus far indicate that blacks will be sold freely. White buckskin and sport shoes have moved very well up to date and orders for next spring indicate that their popularity will be greater than for some seasons past. The company also state that the amount of business they already have on hand for spring indicates a larger season than they have had for a number of years. One of the attractive men's lines manufactured by this company is a black kid blucher on "Boston" last.

### The New Regal Line

**T**HE spring showing of the Regal Shoe Company, Toronto, includes three new lasts and five new patterns. A new square-toed brogue called the "Spad" is quite a sensation. The company state that brogues will be a big seller next summer and their samples include this style in both oxfords and high cuts. Regal lines are made in forty four different kinds and colors of leather. Some of the most popular are Royal purple calf, nut brown calf, cherry red, mahogany, chocolate kid, black kangaroo, patent, Duchess calf, Ruby calf and Norwegian grain. About forty per cent. of the samples are black and the rest colors. Oxfords run about 25 per cent. Several combinations are shown but the solid colors predominate.

All signs point to a good demand for spats. The popular colors are fawn, castor, taupe, pearl, brown, black and white.

## Boston Leather Markets—Feverish Buying Abated—More Normal Trade Now

From Our Boston Office

**T**HE New England shoe and leather markets are rapidly assuming a more normal condition. Foreign buying of leather has started again in some lines and many dealers in leather expect within a month or so a large foreign demand, and local buyers are now sampling quite generally with the idea of placing large orders. Some dealers are planning to meet this expected demand, while others are more pessimistic in their outlook and expect only normal buying up to the early spring months. One thing is practically certain—according to many of the leading leather dealers—that the top prices for leather have been reached, and while a stable market is assured for some time to come, the market will gradually ease off as a greater supply of raw material is available.

The raw skin markets during the last month have shown little tendency toward weakening, with the exception of calfskins, which fell off a few cents and have now stiffened up a little. There seems to be no great amount of stock on hand which has not already been purchased, and until there is a noticeable increase in volume of hides and skins on hand it is the prediction that brokers will still demand the prices now quoted.

### Glazed Kid

The glazed kid market is quiet, most orders being filled from past bookings. Some dealers have completed all their back order fulfillments, while others will be unable to reach a normal state before sixty days. Buying is of a hand-to-mouth nature, being only for immediate needs. Kid manufacturers still claim the exchange is too unfavorable to expect any large foreign operations for some time to come. Prices remain about the same as they have been the last fortnight, the upward tendency having been completely checked. Black kid is selling from \$1.25 and down, while colored kid runs from \$1.50 in the top grades down to \$1.10. Extreme light colored stock is selling as high as \$1.60 per foot. Blacks and browns are selling about equally well in the women's trade.

Raw goatskins remain about the same, but not quite as high as the top notch prices prevailing about six weeks ago. Patnas are offered at \$21 and \$22 a dozen.

### Side Leather

The side leather markets are very quiet, although not without some ordering, and an evident sampling for what appears to be an early more general demand for domestic consumption. Foreign sales of side leather are very few, although it is expected by some of the leading houses on South St. that in the course of a month or so there will be a greater foreign demand, which, with the expected local demand, should make a very active and strong market. Most dealers are catching up with their deliveries, but report no great amount of leather or raw material available. High prices keep up to their prevailing levels for the last month with very little accumulations, extremes asking \$0.48. There is no speculation on the present market but a flurry is likely should the foreign buying start in soon.

Snuffed side leather is moving along very strong for spring, there being continued buying. Black is sell-

ing for 80c and colored snuffed side leather is asking, in No. 1 and 2 grades, 82c to 85c. Full grain side is demanding 90c to \$1, although some dealers claim sales as high as \$1.10 per foot. A great many men's shoes are being made of side leather and the greatest demand is for browns and tans, with blacks following.

### Calf Market

The calf market in Boston is firm. Although there was a slight recession in the raw skin market, tanners and dealers of calf leather preferred not making any large sales rather than ease off on their prices of leather. Some dealers of calf claim there is no certainty yet that the top prices have been reached, but there is little doubt but what any increase will be very small. Colored calf is ranging in the asking price from \$1.45 to \$1.50 in the high grades and \$1.10 to \$1.50 in all grades. Ooze calf has sold as high as \$1.60. Colored buck is asking \$1.00 to \$1.20, and white buck ranges up to \$1.10. There seems to be little calf leather on hand and dealers are trying to get caught up with deliveries rather than to stimulate buying.

It is expected that the winter prices of shoes will show no increase in the spring and summer lines. The more general demand for oxfords, both for winter and spring to be used with spats for street walking, is partly responsible for this let-up in the increase in shoe prices to the wearer. Winter selling prices will unquestionably be higher, but it is felt that the upward tendency will stop there.

## Sole Leather Market Conditions—as Seen by One of the Largest Manufacturers

**A** STEADY and continued demand for all classes of sole leather has marked the Canadian sole leather trade during the past few weeks, sole leather being in a particularly strong position—stocks being in short supply, tanners being sold ahead for months, and the leather being shipped out to manufacturing and jobbing trade as fast as produced.

One of the elements of strength in the sole leather market was that the sole leather tanners did not force up their quotations as fast and as far as the hides and skins advanced; when the raw material market some weeks ago declined, it practically made it unnecessary for tanners to advance their prices, but furnished no justification for a reduction in the existing quotations.

As far as we can see there is just one contingency that would make possible a general decline in sole leather and that is a sweeping slump in the cost of hides, and there is nothing in sight to make such an event even remotely possible.

The strength of the situation was clearly shown during the recent agitation against the high cost of living, which included leather and shoes. This agitation came as a between-season period, and, in ordinary times, might have had a considerable effect on the market, but it is now well known that, practically little or no difference has been made in market values, although some off or undesirable lines of upper leather may have sold at some concessions. Sole leather, however, was—and is now—in short supply, and is being sold freely without any recession in prices.

As far as the hide market is concerned, values are

to-day on an exceedingly high basis; in the Argentine, record prices are being quoted and paid for hides and similar conditions prevail in America, and tanners must either pay these prices or stop working in hides.

As far as we can learn, the consensus of opinion among the tanners and shoe manufacturers is that a steady market, around to-day's level of prices, will continue for the balance of the year and well into 1920—in fact, some firms are even predicting that prices will continue at present levels up to 1921.

The shoe manufacturers appear to have all the business they can handle during the present season, and this, in itself, assures the sole leather tanners of a steady, regular market for their product. The export trade is a little quiet, due to the question of exchange, but, on the other hand, considerable leather is moving forward for export on old orders and more or less inquiries are being received all the time on new business.

### Philadelphia Kid Market

**I**N a letter just received from Perkins & McNeely, manufacturers of Pan American kid, Philadelphia, Pa., they say there is going to be a very strong demand for the better grades in blacks and colors. They feel very strongly that prices on high grade stocks will be firm and if there is not enough to go round the manufacturers will be forced to use some of the lower grades. It is their belief that the top prices have been reached, although prices advanced slightly due to the export duty of 15 per cent. on India skins. The export situation is still in a very excited condition due to the extreme rate of exchange against European countries. They look for this to gradually become better, thus greatly increasing the export trade. Production to-day, they say, is at a very high point and it is just a question of time until the supply will meet the demand and at that time we shall see a lower market.

### Boston Sole Leather Market

**A**REPORT from Boston leather markets during September states that things have been somewhat dull, with hide prices considerably lower than in the early summer and some sympathetic decline in leather values. The report further states, however, that the recession has spent its force and hides and skins are not only moving more freely, particularly in the Chicago market, but prices have again stiffened. In tannery circles there is a feeling that sole leather prices will again advance, this indicating a busy run in the shoe factories. There has been a notable increase recently in receipts of foreign hides and skins, but this is balanced in part by the continued outflow of leather and footwear, which would be even greater were it not for the unfavorable international exchange rates.

Another report states that many enquiries are being made for the different grades and some very substantial sales are reported. Tanners say that prices cannot be cut while the highest cost hides are still in the vats. There is not any surplus stock to induce owners to lower prices to force sales and many predict that a little brisk buying will start a lively market with still higher selling prices. On the whole there is a very limited quantity of hides on the market and the packers contend that there will be plenty of tanners who have to have a few free-of-grub hides

from now until the first of December to keep prices strong, and they look for things to hold steady.

These conditions, of course, govern the Canadian market, except that prices are somewhat higher in Canada owing to the special war tax of 7½ per cent., which still exists on all tanning materials and also on tanning machinery, etc., and the further fact that there are still many thousands of hides in tanners' vats on which the 7½ per cent. war tax was paid when they were imported, whether from the United States or foreign countries. To this must be added exchange, which has averaged about 4 per cent.—in fact as high as five per cent. at times.

We are advised by a leading Canadian tanner that hides are going out of Canada just as freely as before the embargo was imposed. Tanners in general find trade very satisfactory.

### Conditions on Chicago Upper Leather Market

**W**HILE conditions in the leather markets both in Canada and the United States are changing almost daily, the following report received by a Canadian tanner a week or so ago, will be of interest:

While there is a little more inquiry regarding new business, and a few sales, genuine activity is so limited that it is difficult to get a line on prices, although quotations are obtainable without reservation. Tanners are still behind on deliveries and a breathing spell is welcome. There is a large foreign trade in sight, awaiting more favorable conditions in exchange. Side upper leather shows little improvement, but prices are still high enough to put a crimp in the market regardless of conditions and this has been the growing feature for the last few weeks. It is evident that consumers are beginning to call for something more commensurate with their income and this may bring the lower grades into use, thus relieving the top grades of the excessive demand. The call for prime glazed kid is nearer normal than it has been since the spring. Prices keep up and for an extra choice selection, 1.65 per foot is said to have been paid for colors. Calf leather moving slowly as far as new business is concerned, but tanners have so many unfilled orders to deliver, that a lull at this time is hardly noticeable. Prices are firm with little prospect of a drop. Sheep leather shows very little change this week; new business is slow, but tanners are still busy on back orders which takes the entire output; prices are firm.

### Montreal Tanners Report Scarcities

**T**HE Montreal hide market is higher, but except for this the position is much about the same as last month. The European exchange is adverse to any large exports of leather; naturally with the exchange against them buyers are restricting their purchases. Leather is wanted in Europe, but importers are not inclined to pay the higher cost involved by an unfavorable exchange.

Tanners and leather dealers state that the position generally is uncertain. The probabilities are in favor of a sustained demand for leather as there are indications of heavy buying for spring by retailers.

Upper leathers are still scarce, with manufacturers in the market for the best description. The stocks of kid available are short, and agents are doubtful as to future supplies. As to price, the chances are in favor of a very strong market.



## CHILDREN'S SPRING & SUMMER STYLES

**T**HE matter of style in children's shoes for the coming season seems to be of second consideration to that of price.

The difficulty of securing materials and the high cost of leather has been serious enough to cause makers to set aside for a few months all question of the introduction of new styles or patterns. One of the largest manufacturers of children's shoes in Canada, questioned a few days ago, stated that it was all he could do to keep on turning out his established lines on a satisfactory basis. To establish new lines or endeavor to get out new patterns or styles would be, under the circumstances, very unwise. This is, in general, the attitude of the average manufacturer of children's shoes.

In the retail stores the selling price has been forced to a minimum by the serious objection of parents to pay the increased costs. Consequently many of the larger stores, particularly in the downtown districts, have abandoned handling them, and it is left for the stores doing a "family" trade, and the department stores, to take care of this business.

Good shoes for children have always been produced in Canada and, during recent years, special attention has been given to the development of footwear made on orthopedic, or nature lasts. This has applied from the very smallest to the largest sizes and there are now many firms throughout the Dominion turning out specialized types of children's shoes.

In colors the popular demand is much the same as for women's lines—black and medium browns about 50-50. There is a generous sprinkling of patent leather styles for dress wear—some having fabric tops and others dull

leather. One manufacturer is showing a novelty patent vamp with shepherd's plaid upper, in all sizes from baby up.

It would appear that the coming season will show a little more development in children's oxfords—in sympathy with the trend in shoes for grown-ups and, as a matter of economy, this tendency will find considerable favor.

Many manufacturers predict an even larger white season next spring and summer than has ever been known. Special school events and social affairs among the kiddies have brought the white shoe into strong popularity.

The retailer can, of course, make a strong bid for the children's trade in the way of special shoes for outdoor sports—rubber-soled shoes for gymnasium, tennis, baseball, and so on. Just as soon as the youngster gets big enough to play games there is a more or less serious need for suitable footwear—sometimes very frequently. Just recently a mother explained to a shoe retailer that her son, who was about ten years old and very active, wore out a pair of rubber-soled shoes every two weeks, a pair of leather shoes every month and, during the wet weather, a pair of rubbers each two weeks.

It must not be forgotten that the children of to-day are the adults of to-morrow, and even though there is sometimes little profit in retailing the smaller lines it may be the means of building up a bigger business in the end. Parents like to go where their children are treated well and sold quality footwear. For that reason the retailer should not slight the children's department nor overlook all developments in this line of footwear.



Child's One Strap Patent 3/4 Foxed Pump,  
Medium Narrow Toe Last, Plain Toe, French  
Braid Bound, Heavy Edge Turn, Regular  
Heel



Dark Tan Calf Little Gents' Bal, English  
Last, Blind Eyelets, Single Welt Sole with  
White Stitching, Regular Heel.



Misses' Patent Seamless Pump, Small Black  
Bow, French Braid Bound, Flat Recede Toe  
Last, Regular Heel





Growing Girls' Tan Calf Seamless Pump, Plain Toe, English Last, Light Square Edge, 9/8 Cuban Heel, Imitation Brown Steel Buckle, Blind Stitched Welt



Misses Tan Calf Polish, Space Stitched and Perforated Vamp and Lace Stay, Imitation Tip to Match, Blind Eyelets, Welt



Goodyear Stitchdown Bal., Circular Vamp and Full Quarter of Mahogany Lotus Calf, Imitation Perforated Tip, Orthopedic Last, Spring Heel

## The National Shoe Retailers' Association Style Committee's Recommendations for Misses' and Children's Shoes

### Economical Production

THE two outstanding difficulties confronting the retailer and these lines are: first, the difficulty in securing merchandise, and second, excessively high prices; therefore, we recommend that all the efforts of this conference pertaining to misses' and children's shoes be directed toward the elimination of detail, speeding up production, and every intelligent effort possible be directed to the end of holding down costs.

### Materials and Colors

The materials, in the order of their importance, will be tan calf and side leathers; black calf and side leathers; black and tan kid; patent leather; white canvas; white buckskin, and white side buck.

As regards tan, the committee makes an important recommendation that the effort on the part of manufacturers to follow the cocoa and mahogany trend in men's and women's shoes be discontinued in connection with misses' and children's shoes, as experience shows that the demand from consumers is for the medium shade of tan.

The extremely high price of leather, and what we believe to be a too low differential between the price of A, B, C and D grades, has caused a demand from makers of men's and women's shoes almost universally for the higher grades, causing a scarcity of the higher grades as against demand and a frequent surplus of lower grades. We, therefore, recommend that tanners give some thought (in the interest of the trade) to marking down the lower grades correspondingly to make a larger differential which will allow manufacturers of misses' and children's shoes to use the lower grades of leather.

### Lasts

The development of misses' and children's lasts has been so well conducted along footform and ortho-

pedic lines that we recommend no change and no addition to the already existing lasts in these lines.

### Patterns

In boots, there are two heights that please the consumer so well that we recommend that they be standardized and that two heights only be considered—the so-called "regular cut," and the "pony," or three-quarter, high cut.

In boots, lace, Blucher and buttons will still hold good. In low cuts, lace oxfords and Blucher oxfords, ankle ties, strap pumps and barefoot sandals, will continue to be in the largest demand. No additions are desirable or necessary, except that there has been this season a strong demand for the strap Roman sandal. This shoe can be developed for 1920, and result in an extra sale to customers during the season. It is also thought there will be a general return to the Blucher style oxford, as against the straight lace oxford, because of its better fitting qualities and being easier for the mother to put on in the home.

### Play Shoes

We recommend to retailers and manufacturers alike, that while materials and labor force the high-grade children's welt and turn footwear so excessively high, that we give due thought to the importance of developing play boots and oxfords made of the cruder and heavier materials which are less expensive, in some cases semi-by-products; that they be made with every possible item of labor eliminated, and that consumers be urged to buy these less expensive shoes for play and school wear.

### Boys' and Youths' Shoes

Boys' and youths' shoes are to follow the recommendations made for men's shoes.

## Showing Fibre Soles

DUPONT & FRERE, Maisonneuve, say fibre soles are likely to come into renewed favor, and the firm have large orders for shoes fitted with these soles. Two new men's lasts are added to the spring samples. One has the London pointed toe and low heel, while the other is a new straight last made for the cushion sole. These goods will come in blucher and bal styles in colored calf and side leather. There is an inclination to purchase the latter goods, as owing to the high price of kid, retailers are desirous of obtaining shoes which will sell at a comparatively moderate price.

## Increase in Medium Heels

THE Canadian Footwear Co., Ltd., Montreal, are marketing three new lasts—one a growing girl's, another a woman's shoe with a recede toe and medium high heel, and a third, in turns, with a long vamp and Louis heel. These will come in bals, oxfords and pumps, made of patent and black cordovan leathers. There will be an imitation tip, and perforations around the vamp, along the eyelets, and around the top. The company look for an increase in the demand for shoes with medium heels. White goods will also be very good sellers, and the company are including the new lines in white canvas, together with plain white kid, among their samples.

## New Last With Long Vamp

THE Eagle Shoe Co., Ltd., Montreal, again have an extensive range of samples in men's and women's goods. Included in these is a woman's new last with an extreme long  $4\frac{1}{2}$  in. vamp, carrying a  $5/18$  heel. Many of the goods come in kid. The men's new lasts, three in number, comprise the popular brogue with low heel, made up chiefly in boarded tan calf. The Perfect Shoe is another last with a low heel, while a third has a medium toe, the shoe being specially made with a cushion insole. All the new lasts are manufactured in oxfords as well as in the regular lines.

## The "Shimmy" Pump

DAOUST, Lalonde & Co., Ltd., Montreal, are showing a special pump last—the Shimmy pump—in kid and patent leathers. The shoe has a very pointed toe. Colonials, with large buckles, are also made on this last. One feature is the selection of covered wood heels. The company have a number of button boots, with fancy tops. In men's, brogues are to be the fashion, and a new last is therefore among the samples. This is made in mahogany calf. Another new last has a medium round toe and low heel; this is made up in several styles and leathers. A few men's button boots are also shown.



## Where "Eagle" and "Strider" Shoes are Manufactured\*

Success of the Up-to-Date Factory of Eagle Shoe Company Limited Due to Mr. Oscar Brunet and His Son, Mr. Joseph Brunet—Modern Machinery and Methods Employed Throughout—Product Sold From Coast to Coast

**I**N the Montreal district one of the most modern shoe factories is that of the Eagle Shoe Co. Ltd. The inception and success of the Eagle Shoe Company are mainly due to Mr. Oscar Brunet, who, strange as it may seem, had little or no practical knowledge of the industry when he started the company. The fact that a large business has been built up is a tribute to the adaptability of Mr. Brunet. Born at Coteau Landing, Soulanges County, P. Q., Mr. Brunet, after leaving school, helped his father (who was a carriage builder) until he was 21; he then went into a general store, where he continued for 15 years. Mr. Brunet, however, was not content; he desired a larger field, and about 15 years ago, in conjunction with Mr. E. A. Marchildon and Mr. A. P. Cimon, started the Eagle Shoe Co., on Providence Street, Montreal. Mr. Cimon retired after 5 years, but Mr. Marchildon is still a partner in the company, and is well known on the road. The company was incorporated in 1914.

The premises having been destroyed by fire, a factory on Beaudry Street, Montreal, was taken; two storeys were subsequently added, and last year it was found necessary to build a very large four-storey addition on a site, 45 ft. by 100 ft., running through

\*First of a series of articles describing prominent Canadian leather and shoe factories.

to Visitation Street. This is constructed of brick, and is a good type of a first-class factory. The old building, which is connected by means of fireproof doors with the new portion, is mainly used for storage purposes. The executive offices are on the ground floor and the general offices on the next floor.

The company manufacture two branded lines of men's and women's Goodyear welts, the "Eagle" and the Frank W. Slater "Strider," which are sold to the retail trade from coast to coast through eight travelers.

### Business Procedure.

The business procedure of the company is as follows: On an order being received, the full details are copied in duplicate—one copy being sent to the cutting room, in the first instance, and from there it follows the work through the various departments. The other is sent to the last stock room, on the ground floor, where the last required is selected, and accompanied by the uppers, prepared as will be later described, are sent by the freight elevator to an upper floor. Most of the work is done by piece, and in order to keep track of the work done, a perforated cardboard sheet, on which the various operations are printed, with the prices paid, accompanies the order sheet above referred to. As the work is completed, the operators in turn tear off the perforated portions;

these are turned in to the office, and the pay computed from the slips.

The sole leather and counters come into that portion of the factory on the Beaudry Street side, where they are stored; the upper leather comes into the new factory on Visitation Street, from whence it is sent to the cutting room. The sole leather cutting room adjoins the storage room on the ground floor; here the soles and heel lifts are cut by the cutting beams, the dies for the various sizes being arranged on one



A portion of the Fitting Room of the Eagle Shoe Company

side of the room. The heels are built up by girls, and stored in bins according to size. The insoles are also cut and prepared in this room. In another portion of the room the lasts and insoles are stored. When an order is received, a duplicate is sent to the last stock department; the proper last is selected, and with the uppers and insoles despatched to the bottoming room.

The upper leather cutting room and the fitting room are on the top floor, which is exceptionally well lighted. Here the leather linings, and facings are cut from patterns, which in the case of the Eagle Shoe Co., Ltd., are mostly made in this department. The leather required for immediate use is stored here. The linings, stays, back straps, tongues, eyelets, etc., are also prepared on this floor, and are stitched by a very busy group of girls. The sewing machines, as well as all other machines, are run by electric power. The lot number and size are stamped on the lining of the upper.

#### The Bottoming Room.

The next floor contains the bottoming room, the second of the main processes of shoe manufacturing. The insole is first tacked on to the last, and the toe box put into place, after receiving a coating of gum. The last is ready to receive the upper, which is held in position at the heel by a tack. Now we come to one of the most important operations—that of pulling over—which is done by a machine which is one of the wonders of the shoe-making industry. It has over 1,800 parts, and its function is to draw the upper around the last with the seams in the right position. Two tacks are driven on each side of the toe to keep it in place. The upper is further drawn securely to the last by a lasting machine, this also taking the stretch out of the leather, while the toe portion is

drawn around this part of the shoe by the No. 5 lasting machine. After the upper has been trimmed and the tacks holding the insole to the last withdrawn, the welt is sewed on, the needle solidly uniting insole, upper, and welt, the stitches being of uniform length. The shoe is next trimmed of the surplus portion of the welt, and the bottom coated with rubber cement, after which the outer sole is moulded into shape and pressed into position by the sole laying machine. After the cement is set, the sole and welt are trimmed on the rough rounder, and at the same time a channel is cut along the edge of the outside. This channel is turned up so as to leave it open, the lip being afterwards turned back in preparation for the sewing of the outsole to the welt by means of a lockstitch sewing machine. After a coating of cement has been applied just inside the channel, the tip is laid down by another machine.

#### Sole Levelling Machine.

The shoe is next placed on the sole levelling machine for the purpose of making the bottom even; this is done by means of a vibrating roll passing over the sole under heavy pressure. The heel is attached by a machine which drives all the nails at one operation, the heads being clinched on the inside of the shoe. The top lift is also put into place on this machine. By means of the slugging machine brass or other small nails, automatically cut from wire, are driven into the top lift. These prolong the life of the top lift. The heels are trimmed and cut to shape by a rapid revolving knife set in a machine, different shaped knives being used according to the style desired. The edges of the heels are also trimmed, while the front part of the heel is shaped on the heel breaster. The heel is also scoured to give it a smooth appearance.

This completes the main operations and the shoes are now conveyed to the next floor, where the finish-



Part of the Cutting Department of the Eagle Shoe Company

ing is done. Here the shoes are taken in hand by the edge and heel setters, who apply setting inks; after this they are passed on to the bottom finishers, who, by stains and brushing down, give the bottoms matt and glossy finishes. The stamp is then put on the soles by means of dies, heated by a gas flame, and burnt in. In the treeing department, the shoes are varnished and ironed to give them an attractive ap-

pearance. In the process of manufacture, stains sometimes get on to the shoes, and hence it is necessary to remove these by the application of alcohol, ether, or gasoline, according to the kind of leather, and also to apply varnishes to make good any slight defects.

**Machinery Does It All.**

It will be seen that almost the entire process of making Goodyear Welts—briefly outlined above—is accomplished by machinery, much of it of a complicated character, and which has reached the present stage by a process of evolution, involving thousands of experiments and the expenditure of millions of



Part of the Finishing Room of the Eagle Shoe Company

dollars. The machinery at the Eagle Shoe Co.'s factory was supplied by the United Shoe Machinery Co. of Canada.

The company's cartons are stamped with the sample number, description, last number and size all in one operation. The size is also stamped on the lining of the shoe. After the goods have been examin-

ed, laced and mated they are put into cartons, ready for the shipping department, which is on the same floor. The shipper checks the order by means of the original document, which is returned to the office for the invoice to be made out.

Some 18 months ago Mr. Oscar Brunet found it imperative to take a good rest, and he is now in California, where he has purchased a fruit farm. The management is now in the hands of his son, Mr. Joseph Brunet. Mr. W. Pelletier is the superintendent.

**An Industrial Ministry Wanted**

**A** DEPUTATION of Quebec men recently interviewed Sir Lomer Gouin advocating the creation of a trades and industrial ministry for the Province of Quebec. The case for the deputation was presented by Mr. A. Marois, boot and shoe manufacturer, who expressed the opinion that the time had come when the business and industrial world should be represented in the Cabinet. Labor, finance, agricultural, settlers and other branches each had its ministry, but industry was about the only important class without a representative. Sir Lomer Gouin took the view that the question of industrial representation was a Federal rather than a provincial matter. The answer to this was that a provincial minister—a business man—could materially help all classes of traders.

**Podiatry As a Vocation**

**A** PAMPHLET has just been distributed by the Federal Board for Vocation Education, United States, entitled "Podiatry as a Vocation." Podiatry is defined as the care of the human foot in health and in disease, an intelligent practice constituting the practitioner a specialist in this branch of medicine. The term is really one growing out of, and partly synonymous with, the term "chiroprody."



Mr. Joseph Brunet



Mr. Oscar Brunet



Mr. W. Pelletier, Superintendent

### Enterprise in Northern Ontario

**M**R. Wesley McKnight, of New Liskeard, Ontario, furnishes an example of progressive merchandising to some of the self-satisfied shoe dealers in more settled parts of the Dominion. Three times a year Mr. McKnight and two other merchants of his town issue a large catalogue featuring their goods. These are distributed to the farthest north points of the Dominion. Dealers come from as far as the Hudson Bay district to deal with Mr. McKnight and since he put in a stock of Dr. Scholl's Foot Comfort Appliances about two years ago he has done an unprecedented business among these dealers in the wilderness as well as the silver miners among whom he lives. It is surprising to what extent these workers can be interested in foot comfort. There is scarcely one of them but has some defect of the foot, and Mr. McKnight declares that his Foot Comfort Service brings suffers from hundreds of miles away and also results in increased sales on other lines in the store. "In short," says he, "I would not drop it for anything. It helps to sell goods, increases the shoe trade and is building up my business week by week."

### Necessity in Her Old Role

**C**ERTAIN manufacturers are now making a price distinction between shoes with composition soles and shoes with leather soles—in favor of composition. This seems to be a natural result of the steadily increasing price of leather which is unlikely to recede until the supply catches up with the demand, a matter, possibly, of a year or two. This is a question of great uncertainty, however, and many believe that leather prices may never return to anything like normal, or what was considered normal in pre-war days.

The composition sole, it is claimed, has been greatly improved through the experience of the past five years, and has now so far established itself as a standard product, that it promises to be a valuable asset to the manufacturer in meeting the sole leather shortage. It is a deplorable fact, that the average consumer does not bother himself about shortages, so long as he can get an article which he feels will give him value and service, and if the retailer can offer him the same shoe with composition soles, with the assurance that the wear will be equal to that of high quality leather, he will likely accept the shoe, and so automatically help to adjust the balance of supply and demand. There has been the same critical prejudice against composition soles as is generally found in connection with any new product. The various manufacturers, however, have left no stone unturned to eliminate any weakness in the composition sole, and to meet the prejudices as they arose with improved products. It would appear that they have succeeded to a very marked degree, which is fortunate at a time when we are so greatly in need of a product which will meet the popular demand for a cheaper and better wearing shoe.

Retailers and consumers alike have grown up in an atmosphere of pure leather footwear, and there does not seem to be any reason for expecting that the best leather shoe—leather throughout—will ever have to take second place among footwear products. It would appear, however, that the time is here when those of us who realize the importance of the shoe

trade looking to new sources of supply for shoe materials, must overcome all prejudice, and give a fair trial to shoes with composition soles. Although this may not be entirely in line with our pre-conceived ideas, we are more ready to accept new materials and new methods which have arisen as a result of wartime need. It would seem, in the case of composition soles, that "necessity" is merely appearing again in her old role in giving birth to another "invention" to meet the need that has arisen.

### Call for Long, Pointed Toe

**T**HE A. E. Nettleton Company, makers of men's fine shoes, Syracuse, N.Y., state that brogues are selling well in the larger cities and are also growing popular in the smaller towns. From certain sections there seems to be a call for an extreme long, pointed toe, and a growing demand for a medium toe on the combination last. The latter applies to all sections and styles in the Nettleton grade. In the better shoes they note considerable change from the darker to the light shades, supplying principally to the larger communities.

### Large Tongue Effects

**H**OPKINS & Ellis, manufacturers of women's high grade turns, Haverhill, Mass., say they find the trend of women's high grade turn shoes seems to be running to large tongue effects and one-strap pumps. The patent pump is still holding its own and seems to be a very heavy number for spring and present delivery. The black leathers are running much better than colored—to some extent possibly on account of the higher prices of colored leathers.

### Low and Medium Heel Lasts

**T**HE Welch, Moss & Feehan Company, Haverhill, Mass., manufacturers of women's welt footwear, are specializing in a line better than a medium grade in quality and closely approaching the highest grade. Their business so far has been largely on pump effects, tongue pumps and the tailored effect on high and low and medium heel lasts and very heavy on plain oxford pattern with a 14/8 Cuban heel.

### Solid Shoes at Medium Prices

**L**A Compagnie J. A. & M. Cote, St. Hyacinthe, Que., make approximately five hundred different lines of men's, boys', youths', women's, misses' and children's in Goodyear, McKay, standard screw and loose nail. The policy of the company is to make good, solid shoes at medium prices. Their Yamaska shoes are particularly well known for their sturdiness and excellent wearing qualities.

A customer in a Toronto repair shop asked to have a pair of fibre toplifts put on his heels. The repairer remarked that it was the first time he had ever had such a request. In doing the job he thoroughly cemented the two surfaces and also nailed the lift in two or three places.



**A New Style Shoe** **\$7.00**  
at an Old Time Price

Fit yourself out with a pair of these fine serviceable shoes for Fall and Winter. If you buy two pairs you will not make any wrong investment, because without any question they are the best value we have ever been able to offer or expect to offer for a long time. They come in black calf with a heavy alip sole, Goodyear welled; the English last with medium pointed toe.

**McROBBIE'S WALK-OVER BOOT SHOP**  
786 Granville Street

**Women's Dress Boots**



Beautiful Colored Kidskin Boots for Fall and Winter Wear, are now on display. Decidedly new styles, of course, and it's a pleasure to announce their arrival. Among these Kidskin beauties are the following colors:

Mole Color  
Costle Brown  
Field Mouse  
Grey (two shades)  
Golden Brown


Classy styles, too, in BLACK KID LEATHER.

We look for your visit and inspection with keenest anticipation. Showing fall well how appropriate you will be of our efforts to provide the world's best in Footwear.

**STARK'S**  
266 GRANVILLE STREET  
Opposite Drysdale's

**Low Shoes and Woollen Hose**

Colored Ribbed Woollen Hose worn with low shoes are to be "quite the thing" again this Fall. Last year their popularity proved so great that we were never able to keep pace with the demand for this very attractive and stylish hose. Profiting by our experience we have put in a more complete stock in quite a variety of color combinations and are well prepared to supply our customers.



Colored Ribbed Woollen Hose, \$2.00 to \$3.50.  
Tan and Black Oxfords, Brogue and plain styles, \$10.50 to \$12.00.

**Walk-Over BOOT SHOP**  
290 Yonge Street

**Good Taste and Economy**

require that shoes shall be suited to the occasion for which they are worn. Shoes look better and last much longer when changed frequently.



Our new shoes for fall include designs for dress, sport, evening and general utility.

**INGLEDEW Shoe Company**  
668 GRANVILLE STREET



Smart new style and splendid wearing qualities are combined in this shoe of rich brown kid leather at

**\$7.50**

Other Grades \$6.00 to \$12.00

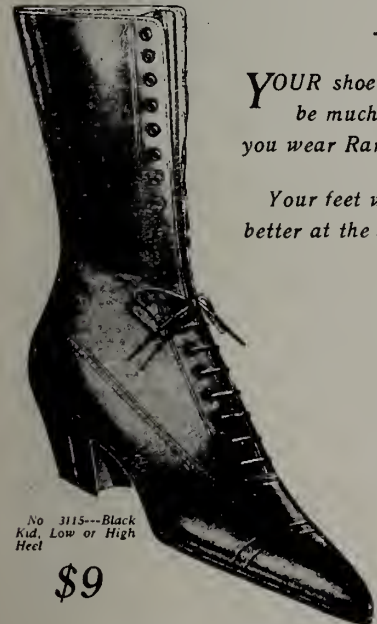
**The Modishness of Brown Footwear!**

Brown is the acceptable color in footwear this fall, whether you choose a light, medium or dark shade for your suit or coat.

So the woman who does not buy shoes for every costume is making no mistake in choosing brown for the effect of "style completeness" in her new fall apparel.

**Geo. W. Cowan,**  
"SHOES THAT SATISFY"  
88 King Street

**Rannard's Shoes Give Service and Satisfaction**



*YOUR shoe bill for the year will be much smaller than usual if you wear Rannard Shoes.*

*Your feet will feel better and look better at the same time.*

*If you think that you cannot afford to buy Rannard's Shoes--one pair will prove that you cannot afford to wear any others.*

*Shoe economy must be judged by the cost per year--not by the price per pair.*

**Rannard's**

Vancouver's Smartest Shoe Stores




**WOMEN'S SPATS**

This is sure to be a great season for spats, and we have prepared for it with the finest selection that it has ever been our pleasure to offer. Spats and low shoes will be worn this season to a greater extent than ever before.

We've spats in black, white, grey, fawn and brown.

**\$2.50 to \$5.00**

**INGLEDEW Shoe Company**  
668 GRANVILLE STREET



**Unquestioned Quality**

In every pair of Wilsons' Shoes -- no matter what the price --

The utmost in style, comfort and appearance, and there is extra wear in every pair.

Ladies' Good Shoes from \$5.00 and up.

See the New Fall Styles in Our Windows.

All the new shades of browns and greys. Fine black kid kids, made up with turn and welt soles, etc. Have them fitted the Wilson way -- the sure way.

**WILSONS' TWIN Shoe Stores**  
157 159 HASTINGS ST. WEST

## Cost Figures Submitted to Board of Commerce on 60 Pair Case

**F**IGURES filed with the Board of Commerce at Toronto, during the recent inquiry, show that the cost of making up a sixty pair lot of shoes is made up as follows:

Upper, 225 feet at \$1.25	.....	\$281.25
Side lining, 2½ yds, at 52½c	.....	1.32
Sock lining, heel est feet	.....	.60
Lining, 19 yards, at 54½c	.....	10.40
Top facing, 17 feet at 20c, sheep	.....	3.40
Inside lace stay, 19 feet at 20c, sheep	..	3.80
Inside stay, duck, 1¼ yds. at 77c	..	.96
Label	.....	.59
Silk and thread, upper and sole	.....	4.80
Eyelets	.....	3.13
Outsole at 62c	.....	37.20
Insoles at 46c	.....	27.60
Welting, 60 yds. at 32c	.....	19.20
Counter at 9½c	.....	5.70
Heel	.....	4.80
Top lift	.....	5.55
Loss and profit	.....	7.20
Laces	.....	2.42
Nails, cement, ink, sandpaper	.....	3.00
Sole filling, webbing	.....	1.20
Shanks	.....	.92
Box toe	.....	3.30
Cartons and tissue	.....	27.27
Royalty	.....	1.80
<hr/>		
Cost of material	.....	\$457.41
Cost of labor	.....	55.80
Factory expenses	.....	7.80
Office expenses	.....	31.50
Travellers' commissions	.....	31.50
Cash discount	.....	12.60
<hr/>		
Total cost	.....	\$596.61
Average cost per pair	.....	9.94
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Cost of production	.....	\$596.61
5½ per cent. profit	.....	33.39
<hr/>		
Sale price	.....	\$630.00
Average cost per pair	.....	9.94

## Pointers for the Application of Neolin Soles—Makers Offer Guarantee of Wear

**T**HE bottom of the shoe must be filled evenly with some filler which will not crumble nor creep as the shoe is worn. Whatever the filler, it must meet these requirements.

The sole must be thoroughly cemented, and the cement allowed to dry, before the sole is laid.

The sole must be rolled down, so that it adheres closely to the upper.

In stitching, an awl, needle, and thread of similar diameter will be found most practicable. The awl, if not a round-blade, round-point, should be filed to a round point. Lock and shuttle thread should be of

the same cord, the bobbin thread being of soft weave, and both threads being run through hot (not warm) wax. The lock should be high, about one-sixteenth inch under the outer surface of the sole. The length of the stitch varies with the type of shoe, and size of thread, from seven to nine to the inch.

In the application of the half-sole, the heel of the tap should be carried well down in the shank, and across the shank should be nailed with barbed, flat-head, clinching nails.

In applying the synthetic sole, either to a worn shoe or a new shoe, the shoe should be kept carefully balanced. Do not apply a light sole to a heavy sole, nor an extremely heavy sole to a light upper. This point is most important, and will have a direct bearing upon the resultant wear of the entire shoe.

The synthetic sole will never find its greatest popularity upon the shoe of extreme or radical style. It will depend for its widest market upon the service shoe, and the shoe which will be bought for general wear as well as for dress. It is adapted by waterproofness, comfort, and long wearing quality, for the shoes of the entire family. Properly applied, the synthetic sole, at a moderate price, is a real ally to the retailer who is seeking a dependable sole for his service-and-dress line.

So confident are the makers of Neolin Soles, after exhaustive reports and tests covering shoes sold by manufacturers during the past year, with the soles so applied, that they are now ready to offer the retailer a guarantee of wear.

### New In-Stock Bulletin

**T**HE Westcott-Whitmore Company, Syracuse, N. Y., have distributed their October in-stock bulletin of fall and winter styles for quick delivery. Included in this bulletin is a sheet offering a number of specially-priced lines. The company state that replacement prices on the styles illustrated in their bulletin would easily be 1.00 to \$3.00 in advance. In addition to a wide range of high-cuts this catalogue contains illustrations and descriptions of oxfords, pumps, ballet shoes, boudoir slippers, spats, and buckles.

### A Low Show Season

**M**R. W. G. Fallen, sales manager for Getty & Scott, Limited, Galt, Ont., predicts that spring 1920 will be the biggest low shoe season in history, featuring oxfords, colonials, one eyelet ties and pumps in high, medium and low heels. One of the most striking features will be the Baby Louis heel. Large metallic buckles in the various styles and colors will be used as trimming for colonials and pumps. The leading shades of leather used in the construction of low shoes will be black, brown and white, showing navy blue kid as the newest novelty.

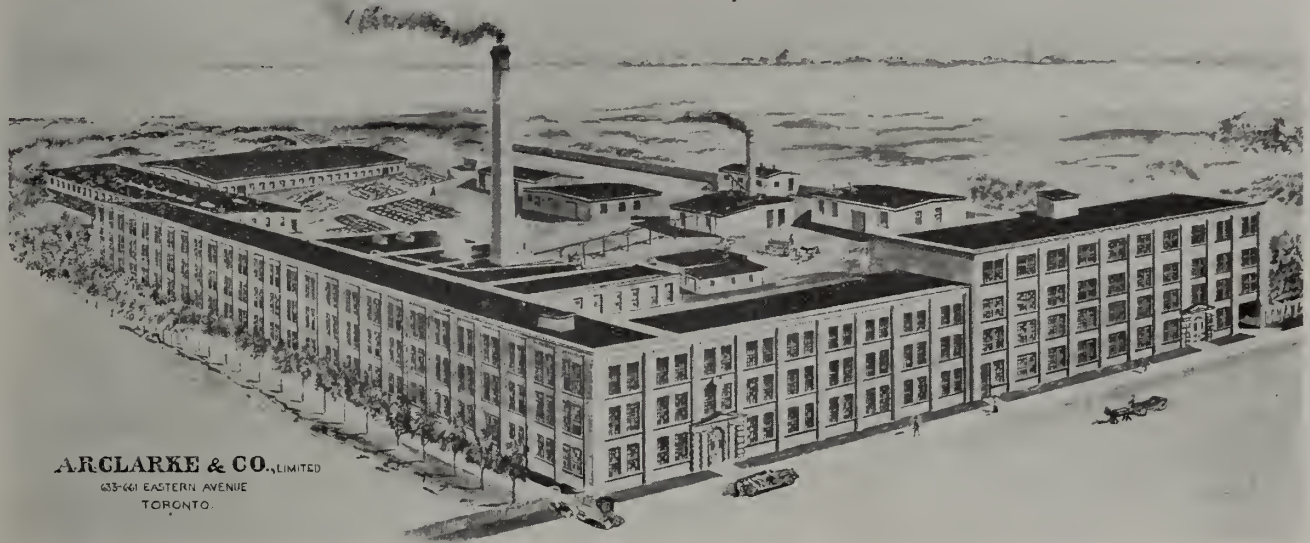
### New Brogues

**T**HE distinguishing feature of the samples of the Slater Shoe Co. Ltd., Montreal, is the large number of brogue effects which are coming more and more into popular favor in men's lines. Two new lasts are included in the samples. One of these is a straight last and the other has a French toe. The goods will be in mahogany calf, brown winter calf, and gunmetal.





Established 1852  
The Largest Patent Leather Factory  
in the British Empire



**A. R. CLARKE & CO., LIMITED**  
635-661 EASTERN AVENUE  
TORONTO.

No. 1 Factory of A. R. Clarke & Company, Toronto

## Largest Patent Leather Factory in British Empire

Plant of A. R. Clarke & Company, Toronto, Known the World Over for the Excellence of Its Product—Capacity 1000 Sides a Day in Addition to Large Quantities of Gloves, Mitts, Moccasins, Sheep Lined Coats, Mackinaws, Clothing and Work Shirts  
— Pres. Griffith B. Clarke an Enthusiastic Manufacturer and Sportsman

**T**HE largest patent leather manufacturing concern in the British Empire is that of A. R. Clarke & Company, Limited, Eastern Avenue, Toronto. The business was founded in Peterboro in the year 1852 by John Clarke, father of the late Mr. A. R. Clarke, then being known as "Clarke's Tannery." In 1882 they moved to Toronto and located on their present site under the style of A. R. Clarke & Company, Mr. Clarke's two brothers being members of the firm. Previous to 1889 they turned out only sheepskins but in that year they also started to make glazed kid as well. In the year 1898 the firm was reorganized and became A. R. Clarke & Company, Limited. At that time they employed about fifty or sixty men and were capitalized at \$25,000.

In 1902 they start-

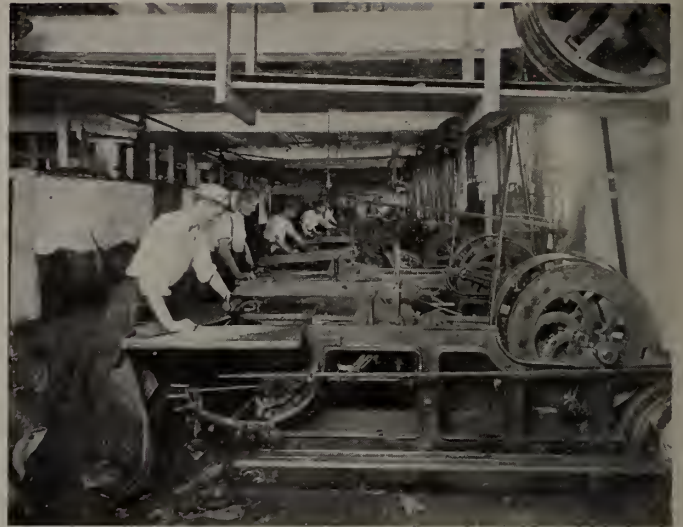
ed to manufacture patent leather and were, as far as we can learn, the first firm in Canada to do so. At that time they depended a great deal on Russia for their supply of hides, importing large shipments of coltskins and cow hides. For several years, however, coltskins have been unobtainable and Clarke's patent leather has been made from the finest grades of cow hides obtainable. The output of the patent leather is now about 1,000 sides a day and in addition the company also turn out a large quantity of gloves, mitts, moccasins, sheep lined coats, mackinaws, clothing and work shirts. The glove department alone has an output of approximately 1,000 dozen pairs a week. About three hundred are on the payroll and the total production for this year will be well over \$3,000,000.



No. 2 Factory, Laing St.



A section of the beam house



Staking in the patent leather department

### Only the Best Hides Are Used

Naturally, the foundation of success in the leather business lies in the hide. Without a carefully selected, well proportioned hide, much of the science and skill of the tanner is lost. In 1852 John Clarke commenced a business in which quality was the prime consideration and undoubtedly a rigid adherence to this ideal has been in great measure responsible for the wonderful growth of the organization. Seventy-five per cent. of the hides at present used by the Clarke Company are secured in Canada and the balance from the United States. Most of the skins used are from 25 to 45 pounds in weight. It is the aim of the company at all times to cover their requirements as well as maybe in the Canadian field.

### Known the World Over

Clarke's patent leather has a distribution of almost world-wide dimensions, representatives being located at London, Eng., Australia and New Zealand and, on this continent, in Montreal, Quebec, Boston, New York, St. Louis and Rochester. Not many years ago it was almost an impossibility to secure a patent leather that

would not crack and blister in service. This was a condition that prevailed when A. R. Clarke & Company, Limited, commenced making patent leather seventeen years ago. After about ten years, during which the process was gradually improved, the company turned out a product that for general satisfaction has grown in fame throughout the world. The advantages of a good patent leather are many and the sales of the Clarke company's product have been consistently increasing from year to year. Today they are pre-eminent as the foremost manufacturers of patent leather in the British Empire.

Unlike many other tanneries the Clarke company's plant presents an imposing exterior appearance, the main building that first meets the visitor's eye being a splendid brick structure four stories in height. The entire plant extends over an area of about six acres, situated on the waterfront where the air is always fresh and clean and, therefore, beneficial to the health of the employees.

### How Patent Leather Is Made

A complete description of every process entering into the manufacture of patent leather is almost impos-



Mr. C. A. Upper, Secretary



Mr. Griffith B. Clarke, President



Mr. J. G. Hoult, Superintendent

sible in the space at our disposal but, briefly, the principal operations are as follows:

Passing through the hide room, where the hides are stored on their arrival at the plant, one enters the beam house. The hides are first soaked and washed free from foreign substances, then taken in hand by workmen who trim off useless portions and deftly slit the hide through the centre so as to form the two sides. Following this they are placed in the lime vats and allowed to soak until the hair follicles are swelled sufficiently to allow easy removal of the hair. This is a process that has not differed greatly with the passing of the years, except that the labor has been greatly shortened by the use of machinery. In the de-hairing operation the hide is simply fed into the machine and it emerges a few seconds later free from hair. This machine contains a cylinder with spiral knives—similar to a fleshing machine but

depends a great deal the ultimate quality of the leather. Any lime or impurities left in the hide would seriously interfere with the completion of the tanning. After the lime is thoroughly washed out the skins are taken to the splitting machine where they are split to the required thickness. The Clarke company use only the grain side of the hide, the splits being salted in



Glove leather drying



Glove leather finishing department

much duller—which takes off the hair cleanly and quickly.

The hair is a by-product and, after being being subjected to washing and drying operations is baled and disposed of for various purposes.

#### Lime Must Be Removed

The next process is to remove the lime from the hide and upon the thoroughness of this operation de-

pende a great deal the ultimate quality of the leather. Any lime or impurities left in the hide would seriously interfere with the completion of the tanning. After the lime is thoroughly washed out the skins are taken to the splitting machine where they are split to the required thickness. The Clarke company use only the grain side of the hide, the splits being salted in barrels and shipped to other markets.

#### An Efficient Machine

The splitting machine is one of the most efficient pieces of modern tannery equipment. Naturally a cow hide is too thick and heavy for ordinary upper leather and has to be split to secure a perfectly uniform thickness on the grain side of the skin. This is done by presenting the edge of the hide to a sharp revolving band, or belt knife, which passes through it parallel to the surface. The belt knife is of



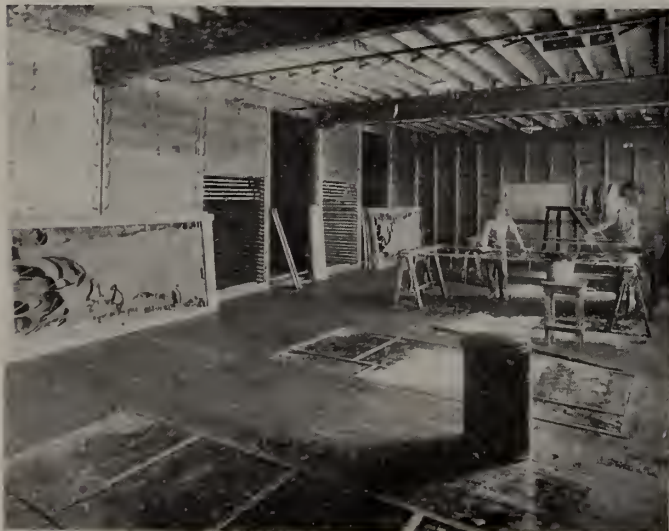
Sunning patent leather

patent leather—is perfectly uniform in thickness over its surface.

The splits are sometimes made into cheap upper leathers, many are used for cheap gloves, shoe tongues, insoles and so on, but they have no place in the Clarke factory.

#### Chrome Tanning

After all fragments of hair and flesh have been removed by men with knives over beams the tanning process is carried through to completion. The hides are placed in huge revolving drums into which chrome liquor is fed through a hollow axle. After a certain number of hours in the drum the skins are thoroughly tanned through and through and when taken out are bluish green in color. Chrome leather has several advantages over vegetable tannages—it is stronger, softer and more easily made waterproof. Vegetable-tanned leather is naturally rather stiff and firm when exposed to water or hard weather has a tendency to become hard and uncomfortable. It has not the soft, mellow feel of chrome leather, nor the durability and strength. All of these qualities of chrome tanned



Varnishing room—showing the baking ovens

skins are readily apparent in Clarke's patent leather.

#### Fat Liquoring and Dying

After the chrome tanning operation the skins are treated with fat liquor for the purpose of lubricating the hide fibres and replacing the natural oils which have been removed in the liming and other processes. This is also done in large revolving drums and, at the same time, the skins are dyed black.

From these drums the skins are taken to the setting out machine which has for its object the stretching, straightening and smoothing of the leather and the removal of the water carried in the skins from the coloring drums. From the

setting out machine the leather is conveyed to a hot-air drying room.

Following this a mechanical softening and stretch-



Part of patent leather and finishing plant

ing, called "staking" is given the leather. The staking machine is a table with a wide slit down the centre, through which two arms move back and forth meeting each other so as to grip the skin placed on the table between a roller on the extremity of the upper one and two blunt blades set about three inches apart on the extremity of the lower arm. By the motion of the arms the skin is pulled out strongly while being held by the operator. After each stroke the skin is released and shifted so that all parts may be stretched.

#### Stretching

Before the final staking operation the skins are "tacked" or stretched on frames to pull out the wrinkles, get out all the stretch and allow the leather to dry a permanent shape. The skins are laid on wooden tacking frames where they are stretched and tacked by two men, one on each side, who have a tool which is both pincers and hammer. A few tacks are pounded in one side to hold the skins and then both men seize the skin with their pincers, pull it out tight, and pound in the tacks along the edge all the way around. After being on the frames for about twenty-four hours they

are taken off and staked again to re-soften them and buffed against emery wheels to take off any roughness.

#### De-greasing

Before the final varnishing operation it is necessary that some of the grease absorbed by the skins during the fat-liquoring process be removed. Otherwise it would not be possible to secure a satisfactory foundation for the varnish. This is called "de-greasing" and



Drum tanning at Laing St. factory No. 2

is carried on in a separate building at the Clarke plant by the use of naphtha. The skins are soaked in the solution, then pressed out and dried.

#### Varnishing

After being taken to the finishing department the skins are stretched in frames by means of clips that grip the leather. After a buffing by hand to smooth down the surface the frames are conveyed to the enamelling rooms where the operators spread on the finish with wide brushes and slide the frames into large ovens where they are baked. When the leather finally comes from the enamelling rooms it is taken outside and sunned, this being a very important feature in securing a rich, glossy surface.

After the leather has been in the sun for the required length of time it is taken indoors where operators with keen-edged knives quickly cut the skins out of the frame, leaving the ragged edges and portions of leather to which the clips have been attached for boys to remove later.

The company have a well equipped laboratory and mixing room where the varnish is prepared and boiled.

#### Sorting and Measuring

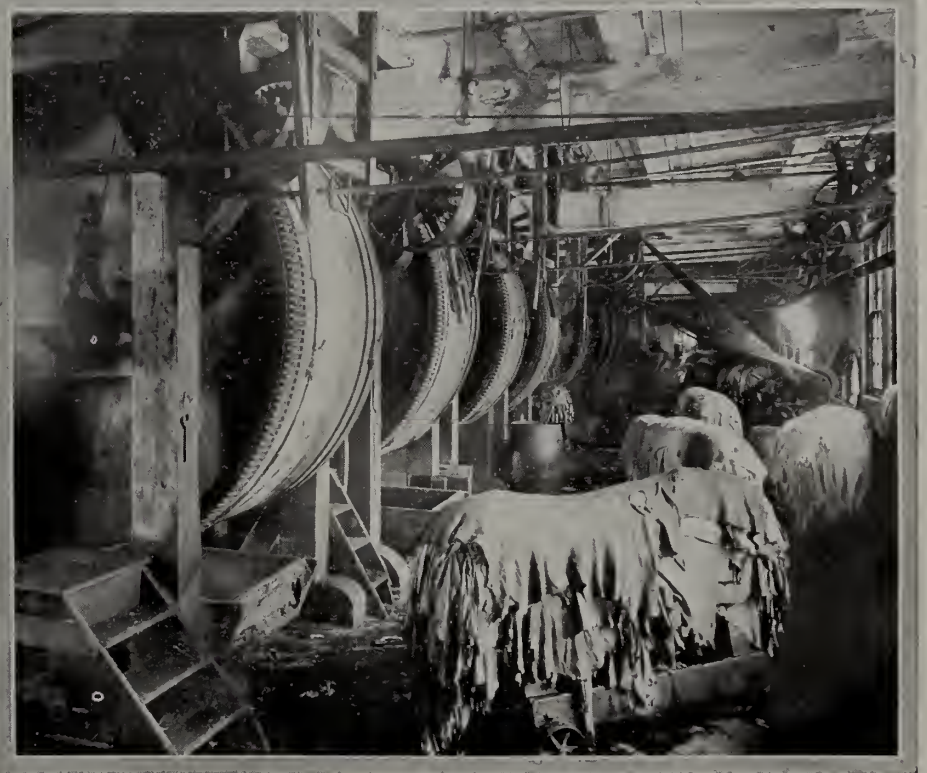
The leather is now in its finished state and is taken to the sorting and measuring room. A power-driven machine registers on a dial the exact surface measurement of a side as it passes through the delicate mechanism. After sorting and measuring the leather is packed and shipped.

#### Glove Leather

A large quantity of glove leather is also tanned at the Clarke plant, the process being similar to that used for the patent leather stock with the exception of the final varnishing operation. Power stakers are used for the heavier grades of leather but for the finer stocks the staking is done by hand.

#### The Glove Cutting Room

Several clicking machines are used in the cutting room



Tanning patent and glove leathers at No. 1 factory

but, for the most part, the patterns are cut out by hand with die and mallet. This department is particularly bright and airy, although the same may be said of almost every other department in the plant.

#### The Glove Stitching Room

The glove stitching room is lighted on three sides and presents at all times a scene of activity. Twelve thousand pairs of gloves are turned out here each week and they are a quality that have bought them fame



Sorting and measuring department—Patent leather plant

throughout the entire Dominion. These goods are sold under the A.R.C. brand.

#### No Labor Troubles

A noticeable feature about the entire plant is the perfect unanimity with which the workmen carry on their respective tasks—they are more like human beings than human machines. Labor troubles in the Clarke plant are unknown. It is the constant endeavor of the management to give their employees every possible consideration and as high wages as is consistent with the successful operation of the industry. That their efforts are appreciated is evidenced in the high quality of work turned out.

#### An Up-to-date Office

The office at the Clarke plant furnishes an agreeable contrast to that of the average plant making similar lines. It is equipped with every modern device for

labor-saving and accuracy—book-keeping machines, adding machines, comptrometers and so on—and is furnished handsomely. An inquiry wicket is situated



Part of patent leather plant



View showing a small section of glove department where the latest and most approved machinery has been installed

directly in front of the main entrances where visitors are given courteous attention. To the right of the entrance there is a waiting room, provided with various current magazines for the use of callers.

#### Knows the Business Thoroughly

Mr. Griffith B. Clarke, president of the company, came into the firm in 1906 after completing his education at St. Andrew's College, Toronto. Unlike many other young fellows, who doubtless would have ridiculed the idea, Mr. Clarke donned overalls and went to work in the beam house—the most disagreeable task in the whole process of tanning but one which the successful tanner must be intimately acquainted with since it underlies the ultimate quality of the leather. As vice-

president of the company later on Mr. Clarke had much to do with the buying of materials and the sale of patent leather and has made several trips to Europe in this connection.

Readers will recall the unfortunate death of Mr. A. R. Clarke, then president of the company, who was one of the victims of German "kultur" on the ill-fated Lusitania. Some years previous to this Messrs. C. E. and F. G. Clarke, who had been in the business with the late Mr. A. R. Clarke when the tannery was moved from Peterboro to Toronto, started another tannery in Toronto for the purpose of specializing on sheepskins. These two younger brothers passed away within a couple of months of each other—Mr. Charles E. Clarke on Christmas Day, 1917, and Mr. F. G. Clarke on February 18, 1918. ✓

**An Able Successor**

Following the death of his father Mr. Griffith B. Clarke became president of A. R. Clarke & Co., Ltd., and has combined new blood and enterprise with the rigid principles laid down by the founder of the business. His practical experience, gained in the tannery and in the buying and selling department, fitted him to take upon his own shoulders the entire burden of a rapidly growing industry. In addition to having a very complete knowledge of the business Mr. Clarke possessed the goodwill and friendship of his employees. He had interested himself in their recreation, organized baseball and hockey teams and done everything in his power to make their working conditions agreeable.

**His Hobbies**

Two hobbies are about all that Mr. Clarke has time for these days—patent leather and motoring, both on water and land. He is an ardent motor boat enthus-

ist and possesses two of the fastest speed boats on Lake Ontario, Leopard I and Leopard III. On September 9 last his Leopard III. won the International Gold Trophy Cup and Leopard I. came in second, defeating another fast Toronto boat and Arab IV which had been brought from the United States.

Mr. Clarke is a member of the Toronto Motor Club, the Royal Canadian Yacht Club, the National Club, Rotary Club, Empire Club, Lambton Golf Club, the



Glove leather finishing department

Canadian Bicycle Club and St. Johns Lodge, A.F. & A.M.

The plant superintendent is Mr. J. G. Hoult who has been with the firm for the past twelve years and is a veritable encyclopedia of knowledge regarding the manufacture of patent leather. He is a member of Shamrock Lodge, A.F. & A. M.

Mr. C. A. Upper, who has charge of the office and financial end of the business came into the firm at the



Part of the glove stitching department



A part of the cutting room in the glove department

age of fifteen years and has, of course, an intimate grasp of this end of the industry. He also is a member of Shamrock Lodge, A.F. & A. M.

Sales of patent leather, for the most part, are made direct with the shoe manufacturers throughout Canada and through the company's representatives in foreign cities. A number of travellers are on the road, however, carrying the A.R.C. brand gloves, mitts and clothing.

**A Record Year**

All indications are that the present year, 67th year, of their existence, will be the most successful one from the standpoint of sales volume ever experienced. Certainly the friends of A. R. Clarke and Company are legion but this is only the result of a consistent fidelity to that principle of quality and service established by John Clarke three score and seven years ago.

Indications at present are that Spring 1920 will see a remarkable increase in the use of patent leather.

Most manufacturers' samples include a generous sprinkling of patent lines and orders are being taken freely. Much of this popularity is due, without question, to the efforts of those manufacturers who have been so persistently instrumental in bringing patent leather to its present state of perfection, among whom the A. R. Clarke Co. are a prominent example.



Mr. Clarke's Leopard I.—Winner of the Prince of Wales Gold Medal



Mr. Griffith B. Clarke (in centre), and his two mechanics



Mr. Clarke's Leopard III.—Winner of the International Gold Trophy Challenge—Has speed of a mile a minute



# POINT FIFTEEN

Marie Corelli in "Sunday Chronicle" (Eng.)

"Reconstruction! Reconstruction!" This has become almost a parrot cry. What we have called "civilization" has had its little house of cards blown down by a hurricane, and we stand, more or less bewildered, looking at the bits of pasteboard lying about, and wondering how we shall begin to put them up into some sort of shape again.

"We must reconstruct!" we say, both in Press and Parliament. But how? Each man asks the question of his neighbor, and each offers a different opinion.

The continuous uncertainty, suspense, and general muddle make up the finest possible hunting-ground for loose-minded agitators and blustering demagogues, who are, of course, paid for their agitations and demagogue-isms either by British malcontents or German agents, and pocket their ill-gotten gains as cheerfully as lawyers who, if they lose their clients' cases, lose nothing themselves.

\* \* \* \* \*

Amid all the turmoil one man from America assumes, or rather presumes a dictatorship, for the rest of the world—though why he should be permitted this privilege will ever be a riddle and a mystery, save to the sneaking devil of finance.

With a quill from the American eagle's swooping pinion he sets down fourteen points of "reconstruction" which, like fourteen rays of light, are to emanate from himself as the central sun of social and political wisdom.

There would be something humorous in this if it were not, as a whole, so desperately tragic.

Think of it! One man, one poor, little, swiftly perishable microbe of humanity, setting down, as in a copybook for children, certain rules and laws for the brotherhood of nations and for the better behaviour of all the Cains and Abels of the race!

In this moral attitude, self-assumed, quill in hand, the complacent Pronouncer of Platitudes has none of the greatness or wisdom so foolishly attributed to him; he merely makes one of the most pathetic figures in all history. He would seem to imagine it possible to succeed where the Divine Christ failed.

Pitiful self-delusion!—immense effrontery!—the blind confidence of a gnat confronting flame!

\* \* \* \* \*

For this simple platitudinarian of Fourteen Points, in his copybook schemes for "reconstruction" and general fraternity, has forgotten the greatest point of all—the point which makes all such schemes impossible of workable fulfilment—Human Nature.

Human Nature is the untamed, and possibly for ever untamable, monster of life—the half-God, half-devil, that rejoices in its dual character and is at most times more satisfied to be devil than God—now revelling in the brute claims of its brutish desires, and anon springing to the pure height of a spiritual ideal so lofty as almost to touch the throne of God.

No copy-book precepts will control this strange product of the unfathomable mind of the Creator. It has to fight its way alone. As it emerged from Simian and cave-type men to its present doubtful state of semi-civilized savagery, so it must emerge of itself, if at all, with such mental and moral consciousness as will persuade it that its human brothers are not survivals and would-be destroyers.

\* \* \* \* \*

The American Eagle will succeed in hustling this slow evolution and most gradual phase of education—no, not if a hundred "Points" were pulled from its wings instead of Fourteen.

The unwritten, undeclared, and well-nigh forgotten number rules all the rest—Point Fifteen—otherwise Human Nature.

Human Nature, with a devil-impulse, has sunk the German Fleet in the Scapa Flow. Human Nature has likewise burnt the French flags captured in 1870. "Vulgar spite," says the Press. Certainly. But spite is a part of the devil side of human nature.

German human nature, which is, racially, fierce and cowardly at once, like Shakespeare's "bully Pistol," will eat its heart and all other hearts in its way for the purpose of vengeance.

British human nature, easy-going and phlegmatic, is, after much ox-like patience, beginning to resent the irritating insolence of Government control, which measures out its

beef and denies it its beer, and means to "have it out with every man jack of the lot," according to street parlance, some day.

Every nation is ill at ease—every man and woman strung up to an unhealthy nerve-tension. Yet we mildly prattle of peace—"when there is no peace"; no, not under any German signature.

\* \* \* \* \*

And our "reconstruction"? What is it worth?

Who will "reconstruct" the human nature of the beaten and baffled Hun? Who will temper the thirsty palate of the beer-loving Briton? Who will "reconstruct" the lost faith of Italy, and bind up the gaping wounds of France and brave little Belgium?—Belgium in particular, who sacrificed all to save her neighbors!

There is no sign as yet of any such "reconstruction."

Among ourselves there are evidences of violent hysteria, which displays itself in the delirium of our women who, casting off as much clothing as the police will allow, dance in a semi-nude condition night after night in public places, and offer themselves to immorality without shame; while the men, adrift from the clamour and horror of war, look about at home for something to kill—either their unfaithful women or their broken and disheartened selves.

\* \* \* \* \*

In this sore of plight human nature is reverting to brute instincts merely; and as a sapient evening newspaper remarked in its columns the other day:

There has been recently a considerable outcrop of crimes of violence which is not a little alarming, and it is to the interest of the community that the causes and possible cure of this social disease should be sought.

O wise judge! O learned judge! It is, indeed, "to the interest of the social community" that the "causes" of the utter downfall of women's modesty and the evidences of men's callousness should be probed to their root.

Look for them, then!—and find them in the weakness, timidity and inefficiency of the Church; in the criminal suffering accorded to atheists and sexualists; in the indecencies of the "gutter" Press, pictorial and otherwise! It is difficult to find a newspaper nowadays without a "snapshot" of a nearly nude woman; and this is the sort of daily pictorial provender sent into the houses of Britain for the entertainment of growing girls and boys!

To quote again from the sagacious journal before mentioned:

The high spirits of youth, if directed into healthy channels, are an asset to the nation; allowed to drift they become at once a grave danger and a sorry disgrace to the community.

Just so. And it is not any "League of Nations" or Wilsonian maxims that will amend social or political matters as they stand to-day both in Great Britain and America.

\* \* \* \* \*

Intrigue and corruption are rife in both countries, and while intrigue and corruption are tolerated by any statesmen such a thing as our "reconstruction" is impossible.

It is a matter for each individual to consider deeply whether he or she is able and willing to aid in the task by "reconstructing" himself or herself.

At the moment society is merely "running amok," and there is no self-discipline. Personally, I do not wonder at it, for the tolerance shown by the public Press to atheism and blasphemy has deprived religion of its hold on the mind and robbed the afflicted of comfort, so that one constantly hears people say: "Oh, what does it matter? Nobody cares whether you're good or bad, dead or alive—it's all one."

The great unchanging Law of God, which never fails to recompense evil for evil and good for good, is seldom recognized or admitted; humanity all over the world seems bent on the swift "rush" to its end!

"Reconstruction" is a fair-sounding word—but the deed is in abeyance.

Some few things might be done for the help of the young—the bookstalls might be cleared of filthy fiction such as even Rabelais might have blushed to own; the Press might once more be clean, and refuse to deal with subjects only fit for medical discussion; and the stage might encourage legitimate drama decently clothed.



Attractive window cards for the shoe retailer issued by Standard Show Card Service, Inc.

### A New Show Card Service

**T**HE Standard Show Card Service, Inc., 56 W. Washington Street, Chicago, furnish something new in the way of service for the shoe retailer. For a certain membership fee this company supplies a set of frames with standards finished to match the retailer's fixtures, a set of sixteen show cards each month, size 8 x 14 and 7 x 11, 100 price tickets at the start of service and another hundred at the end of six months. Members have the privilege of sending in their own copy or suggestions—otherwise the copy is written by experts in the company's employ. The idea originated for the benefit of merchants who are unable to buy the right kind of display cards in their respective localities and who desire to bring their window displays up to the standard of those in the larger cities. The cards are made up on colored mat boards, with air brush designs, illustrations, etc., and are always seasonable. Special cards will be made for members at any time. Complete information may be had by addressing Standard Show Card Service, Inc., at the above address.

### Montreal Retailers Endorse Resolutions Passed at Toronto Convention

**S**UBJECTS of interest to retailers were discussed at a meeting of the Montreal boot and shoe section of the Retail Merchants' Association, held on October 9. Mr. Aime De Montigny presided. Letters on the question of manufacturers selling retail were read from the Children's Footwear Co., Kingsbury Footwear Co., Corbeil, Ltd., J. B. Corbeil, Rene Footwear Co., Aird & Son, and the Canadian Footwear Co.

At the convention of the National Shoe Retailers' Association in Toronto a resolution was adopted in favor of an additional month being added for rubber and outing goods. Thus rubber goods would be dated 1st December and outing goods 1st June. This resolution was endorsed, and a copy of the resolution is to be forwarded to the rubber companies.

The meeting also endorsed several other resolu-

tions, having a direct bearing on the retail trade, passed by the convention. These referred to such subjects as alleged profiteering in the shoe trade; the revision of shoe styles by joint conventions of manufacturers, tanners and retailers; the danger of over-buying; standardization of cartons; the payment of express charges by manufacturers when small consignments, as parts of large orders, were sent. Some of these points were briefly discussed. On the question of over-buying, there was a consensus of opinion that retailers are now buying heavily—in the words of one speaker "there is a blaze of buying."

At the dinner of the members Mr. Alf. Lambert referred to the fact that Russian merchants had suggested to the manufacturers that there was an opening in Russia for the disposal of old style shoes—odds and ends. These might be sold through a syndicate to the Russian Government, and paid for by purchases of Russian hides. It was decided that Mr. L. Adelstein and Mr. Marchand should interview Mr. Lambert on the subject of what stocks might be available and also to secure further information. A report will be submitted at the next meeting.

### Thinking One Jump Ahead of Your Customer

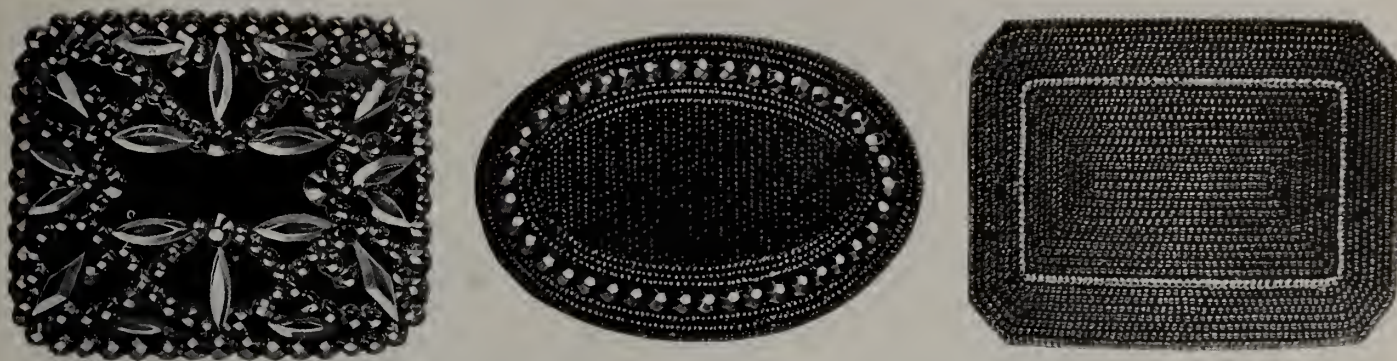
**I**T happened in a shoe store. A placid gentleman had just bought a pair of shoes, and was all ready to put his right foot back into the old shoe. Before slipping it on the salesman glanced at it.

"If we put on new soles and rubber heels you can get these to-morrow afternoon," he suggested, taking the new right shoe out of the box.

"All right," agreed the customer. And he wore his new footgear away.

The salesman was thinking just one jump ahead of him. Mr. Purchaser knew he had to have those old shoes resoled some time. But he may not have known that that particular shoe store handled repairing and he probably had a habit of putting such things off. That's human nature.

Dufresne & Locke, Limited, shoe manufacturers, Montreal, contemplate adding a couple of new lasts to their lines during the next few weeks.



Three designs in cut steel buckles made by the Kescot Manufacturing Company

### Wide Range of Shoe Ornaments

THE illustrations herewith are representative of countless different patterns, shapes and sizes of buckles manufactured in solid steel and imitation bead by the Kescot Manufacturing Company of Providence, R.I. These three designs are the last word in style and finish—made of solid steel, resembling the cut steel effects, but making possible the manufacture of much more beautiful and intricate designs. These solid steel buckles do not rust or fall to pieces. They possess a brilliant sparkle, with sharp lines, and are produced in most striking effects. Indications are that Spring, 1920, will be a good season for ornaments, and the “Kes-Cut-Steels” are enjoying a large sale.

### Advocates Noon-Hour Closing

ONE of the liveliest shoe stores east of Toronto is Burns' Shoe Store at Oshawa, Ont. They have the best location in town and have built up a very substantial trade. A feature of the store is that women's shoes are handled upstairs, while the downstairs section is devoted entirely to men's and children's. A broad stairway to the upstairs is situated in the middle of the store at the rear and Mr. Burns says that women customers do not object in the slightest—in fact they prefer the exclusiveness of the upstairs department. Mr. Burns is an advocate of noon-hour closing in all stores—from twelve to one. He points out that in almost every store the noon-day lunch hour causes endless inconvenience and makes necessary the employment of more salesmen than are absolutely necessary. Then, again, there is always the hour in which the proprietor himself goes out to lunch, during which he is not on hand to give the personal service so often expected by customers in the small-town store.

### Montreal Situation

MONTREAL manufacturers have advanced their quotations, and in the better grades of shoes the rise is especially marked. The reason is increased cost of leather and findings, and of manufacture, the wages of the operatives having been considerably augmented. Operatives are now earning very high wages, larger in fact than was ever known in the history of the industry. The effect of these conditions is seen in the all-round advance.

Montreal factories are reported very busy, orders for spring coming in freely. Some manufacturers are unable to book any more business for months

to come, and have recalled their travellers. The position as to obtaining adequate supplies of leather is uncertain, and as a rule, manufacturers will not take orders beyond those for which they are covered.

There are inquiries for export for Belgium and Greece, the latter for military purposes. British buyers are also in the market, including Mr. F. Kenner, of Geo. Jacobs & Co., London. Paradoxical as it may appear, considering the shortage of shoes in Great Britain, an English manufacturer, Church & Co., of Northampton, is now in Canada for the purpose of selling English shoes.

Retailers all over the country are advertising “soaring shoe prices” as an incentive for the public to buy footwear stocked before the increase. This is paving the way for the charge of “profiteering” which breaks out periodically in the daily press.

Oxfords and woolen hosiery are already in evidence on the streets. This is but the forerunner of a demand which every retailer will do well to take advantage of.



Mr. Wm. Breithaupt, of the Breithaupt Leather Company, Kitchener, who was married recently to Miss Hughes, daughter of Mr. S. R. Hughes, of Toronto.

**The "Weary Way of the Needle Point Toe"—  
Women Writer Claims the Fair Sex are  
Enthusiastic Over the French Last**

**I**N a current issue of one of the leading national women's magazines there is printed an outline, (written by a woman no doubt), of the style trend, which is interesting from the point of view that the writer deprecates the continuance of the "weary way of the needle point toe," and speaks very kindly of the short, round vamp shoes now so popular



Women's seamless pump with plain toe, single sole and 18/8 Spanish heel. This is made on a new last with long vamp and pointed toe in Duchess brown calf, by Ames-Holden-McCready, Montreal.

in France. The magazine is published in New York, and may indicate, to some limited extent, the style, outlook in that centre:

Bootmakers are unusually late in putting out their winter models. There has been much speculation as to the shape of the toe, whether it is to continue on its weary way with a needle point, or whatever it will be shaped to fit the feet God gave us. The question is of particular interest to those of us who have toes on our feet. Some of us have not—of that I am con-

vinced, for how could toes possibly be crammed into the pointed leather cases displayed in some of the smart shops?

Generally speaking, there will be no radical change in footwear for the coming season, although each



A Russia lace oxford with long, receding toe, one of the latest spring styles, by Edwin Clapp & Son, Inc., East Weymouth, Mass.

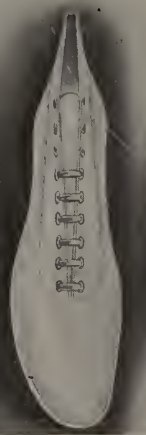
house has its own distinctive lines. Vamps are to continue very long and narrow, yet a well-known boot-maker makes them a trifle shorter, and all are pointed. Some houses feature the eight-inch top; others make it nine inches. For dress wear buttoned shoes will be used, while for tailored use the laced shoe—another



Men's calf oxford with whole quarter and Chicago vamp, with imitation tip, single sole and 8/8 heel. It is made on the new 1018 last, with medium narrow recede toe, by Ames-Holden-McCready, Montreal

fact which predicts the short skirt. Eyelets remain invisible and are laced with the slenderest of cords.

The Louis XV. heel appears on all boots except the welt-sole walking boot, which usually has a Cuban



Some of the new Fleet Foot lines for Spring, 1920—made by Dominion Rubber System



On the left: A man's circular fox brogue bal, made in dark tan, brown, storm calf, with double sole and low heel. On the right; A woman's brogue oxford, made in dark tan, brown and black calf, double soles, English walking heel. Both these styles are by Geo. A. Slater, Limited, Montreal.



heel. The "baby French heel" appears on slippers only. Tips are confined almost exclusively to sports shoes, yet one house shows them on all walking boots. Boots may be all in one tone or have contrasting tops, but all colors are dull. One house features dull gray; another, field-mouse brown. Seal and Havana brown are

### Colors for Spring

THE official color card issued by the Allied Council of the United States shoe and leather industries and trades for the spring season, 1920, and adopted by the styles committee of the National Shoe Retailers' Association includes three shades of kid, three of ooze, or buck, and two of calf. The kid colors are dark brown, dark golden brown and neutral medium gray; the buck shades are dark brown, beaver brown and neutral medium gray. In calf the colors are dark brown and medium brown.



One of the Classic Lines for children made by Getty & Scott, Galt, Ont.

smart. Evening slippers are usually of black satin or metal cloth. Beads are not procurable.

The fortunate possessor of French shoes with their short, square toes and high heels is frequently accosted in the street by passers-by who beg—with profuse apologies—to know where those lovely shoes may be found. In nine cases out of ten they were found in Paris at the rate of twenty-nine dollars a pair but they may be found right in New York at a

Woman's sport oxford, made by the Watson Shoe Co., of Lynn, Mass.



A men's wear trade paper says that manufacturers of men's silk shirts will have to "manoeuvre" some to produce shirts of good quality to sell at a minimum of \$18.00 each. So far we have seen no howl in the daily press about "profiteering in the shirt business."



Handsome black patent pump—one of the Spring lines of Getty & Scott, Galt, Ont.

A Fleet Foot outing shoe by the Canadian Consolidated Rubber Company



more modest price. There is a tiny shop in the shadow of the elevated where one may purchase shoes made on the genuine French last. The French proprietors, Carcion and Maufre, formerly with one of the smartest bootmakers on Fifth Avenue, are artists, and take an artist's pride in their little stock.

Woollen hosiery for women promises to be very much in favor this fall and winter. Have you anticipated your requirements?

## Formal Inauguration of No. 2 Factory of the Tetrault Shoe Manufacturing Co. at Maisonneuve

**B**ETWEEN 1,400 and 1,500 of the employees and staff of the Tetrault Shoe Manufacturing Company were present on the night of October 4 at the formal inauguration of the extension to No. 2 factory, Maisonneuve. The extension is a building of four storeys, with an area of 65,000 square feet, having the same architectural features as the old structure. The total capacity of the entire factory is 5,000 pairs of welts a day and that of No. 1 factory, Montreal, 3,000 pairs a day.

The inauguration took the form of a ball, concert and supper, and was held in two stories of the factory, the rooms being elaborately decorated with flags. The supper and concert were followed by a dance, which was kept up until 5 o'clock in the morning. A feature of the musical end of the programme was a fine "jazz" band.

The event was arranged by a committee and the different details handled by the following sub-committees: Supper—T. Metayer and M. Pelletier; Dance—J. Grady, A. Barry and M. Champagne; Entertainment—M. A. Normandin, H. Lafleur and M. Champagne; Decorations—J. B. Marcoux, T. Robinson, M. Pelletier and T. Metayer; Door Committee—H. Lafleur and P. Boutin; Check Room—A. Courville and G. Chapleau; Beverages—J. B. Marcoux; Ladies' Committee—Mademoiselles Godin and Burke. The arrangements were so successful that another committee has been appointed to arrange for a supper and dance on January 1st next. At the present "Bal Inauguration" the supper guests numbered about 600.

### Presentations

During the evening Mr. Peter Doig, sales manager, on behalf of the employees, presented Mr. Albert Tetrault, vice-president and general manager, with

a gold cigarette case, and Mr. W. B. Mathews, general superintendent, with a loving cup. In making the presentations, Mr. Doig, after complimentary references to the recipients, expressed their appreciation of the firm's efforts, through all the vicissitudes of the past, to keep the entire staff employed. With this in view the company were extending their operations to other countries. The directors were doing a nice business with France and England and were planning to open branches in other parts of the world. He urged upon the staff the necessity of attention to the details of the work, as it was as much to their interest as to that of the directors that the work should be satisfactory in every way. It was by co-operation that success was attained.

Mr. Albert Tetrault and Mr. Mathews replied. The former expressed the hope that such gatherings would be more frequent and he pledged the assistance of the directors to that end. The directors were anxious to co-operate with the employees in any efforts to make working conditions better, as it was by working on these lines that mutual benefit was secured.

Regret was expressed at the absence of Mr. Nap. Tetrault, the president, and three hearty cheers were accorded him. Mr. Tetrault arrived in Montreal from Europe a few days after the inauguration of the factory.

L. B. Evans, Son Company, Wakefield, Mass., state that their line for the coming spring season will be made up somewhat as follows: Medium grade welts and turns, low cuts only, in women's oxfords and pumps; misses' and children's ankle ties, barefoot sandals and play shoes.



Six hundred guests at the "Bal Inauguration" supper given by the Tetrault Shoe Manufacturing Company—Prominent at the first table are Messrs. Albert Tetrault, Oliver Tetrault, Peter Doig and W. B. Mathews

# A New Kind of Repair Shop

Takes in Dry Cleaning and Has Hat Cleaning, Shoe Shine  
and Clothes Pressing Departments



**J**AY H. SKINNER, who recently opened the Shoe Service Shop, is one of the large southern cities, has attracted considerable attention with his advertising and with the unusual beauty of his shop. The new shop, described in the Shoe Retailer, is the largest and most roomy one in the city. It is equipped throughout with Goodyear machinery, including two stitchers, and recognized as a twenty-five foot line outfit. In addition to shoe repairing the shop takes in dry cleaning, hat cleaning, and has shining and cleaning departments for handling men's and women's shoes.

The shoe repair department is at the front of the store, part of the work being done in the windows, with the work bench facing a passage-way to the rear of the shop. At the rear of the work room is the receiving counter, wrapping desk, etc. Opposite this department is the men's shining stand, while behind the department is the women's shine stand. The women's stand is an entirely separate department, and low curtains give a semblance of privacy.

Opposite the ladies' department is a checking room in which the public, especially interurban travelers, may check bundles until they are ready for them. The checking service is free.

At the rear of this department is the dry cleaning room, equipped with a steam press. Clothes taken in are wholesaled to a large cleaner, and returned rough dried, to be finished and delivered from the shop. Opposite the pressing room is a waiting room in which men may sit while waiting for their clothing to be pressed. A dressing room is located just to the rear of this department, and bathrobes and extra trousers are loaned to customers who are waiting for their clothes to be pressed.

The company also furnishes house slippers for men and women who are waiting for immediate shoe repairs. Colored boys are used in the shining department. All employees wear uniforms, while Mr. Skinner wears a white jacket himself while in the shop.

One interesting feature of the equipment is that all shining stands are equipped with opera chairs instead of benches, and canvas covers are placed over the chairs and removed and laundered whenever necessary.

## \$10,000 Shop

The shop itself was at one time a barbershop, and known as a \$10,000 shop. Large mirrors extend down the entire wall on one side, and half way back on the other side, with lighting fixtures at numerous intervals, the base being of marble. For several years after the barber shop moved out the room was used as a dairy lunch. The metal ceiling is painted white, while excellent lighting fixtures improve the general atmosphere of the place.

Mr. Skinner believes in giving the public quality and quantity, and has long believed that there was

room in Louisville, as well as in other sections of the country, for a shop which handled business in a high class manner. A sketch of his career makes interesting reading. Mr. Skinner is now 40 years of age. The greater part of his life was given to newspaper work, 20 years having been spent in the advertising departments of several papers at Cleveland, O., Terre Haute, Ind., Houston, Tex., and Louisville, Ky. Three years ago he left the newspaper field to enter real estate with the Paul Semonin Co., and while with that company rented a room on Fourth avenue to a concern operating a chain of repair shops. The manager of the repair company made an arrangement with Mr. Skinner to look after the financial and business end of the Louisville business on part time, later taking him in on a percentage and salary basis for his full time. However, Mr. Skinner soon found that his authority was limited and that he couldn't work out ideas that looked good to him, so about two months ago he decided to enter business for himself.

## Pays to Advertise

Through long years in the advertising business Mr. Skinner learned that advertising pays, and he saw where good advertising would help the shoe repair business. He also knew that a shop must back up its advertising with good merchandise, therefore he uses only the best leather, rubber and other materials obtainable. At the present time the shop handles only three makes of standard rubber heels.

Mr. Skinner claims that he is going to give the public the best service, workmanship and material that money can buy, and when he can't combine the three he will go into some other line of business. He has put in a first class line of equipment, first class material, and picked his men with care and

## Premier Shoe Repair Stores

### LIMITED WAITING SERVICE

Rubber Heels	10 Minutes
Leather Heels	10 Minutes
Leather Half Soles	20 Minutes
Fibre Half Soles	20 Minutes
Through Soles	30 Minutes

Sit and read in our waiting  
rooms. They're comfortable.

thought. Service and satisfaction must be maintained, and he is enough of a business man to realize that under such conditions and with proper advertising his shop is bound to become popular.

Mrs. Skinner assists him in taking in the work and delivering it. All work must be delivered when promised. Each pair of shoes is tagged when it comes in and the customer given a stub. When completed they are bundled, tagged, and placed in numerical order, so that it only requires a moment to find the other end of the tag.

Mr. Skinner also realizes the importance of cleanliness and sanitation. All scrap leather and trash is removed regularly each evening. The men have lockers and a shower bath in the basement, and so they leave the place looking like gentlemen. They wear jumper suits while at work. At the end of the day scrub women enter the shop as they do in office buildings, and clean it from one end to the other, all metal parts being cleaned and polished, while the floor is scrubbed and all dirt and dust collected and removed. Chutes from the work shop to barrels in the basement carry away all scraps of leather, old soles and trash from the shop.

Business has been good from the start, and Mr. Skinner feels confident that it will pick up steadily. He is using the newspapers steadily in advertising, and has pulled some very clever stuff, taking advantage of various current events of local interest, one being in connection with the street railway strike, in which he came out with a statement in the same type and general plan used by both the Railway Company and the Carmen's Union in statements made to the public. This statement was as follows:

### Public Notice

#### An Absolute Denial

Because of the fact that I have just opened the Shoe Service Shop at 330 West Jefferson Street, for the repairing of shoes and further because I have on different occasions in the public press advocated "More Walking" on the part of the public, I have been wrongly and maliciously accused of being responsible for the present strike of street-car motormen and conductors.

It is rumored that I caused the strike so that the entire population of the city would be forced to walk thereby wearing out their shoes so I could repair them.

This I absolutely deny—I am in no way responsible for this strike—I was not consulted before it took place by either the workmen concerned or officials of the Street Railway Company.

I admit that I have publicly expressed my preference for walking (on the part of others), but when I did so I supposed it would be understood that it was to be in moderation and not a prolonged "hike."

Of course, while the strike lasts, walking will continue to be a disagreeable necessity on the part of most of us. Shoes are bound to wear out, and I will appreciate it if you will bring them to the Shoe Service Shop for repairs.

As to my causing this strike, all rumors to that effect are false and the union officials or street railway officials will bear me out in this statement.

Yours for less walking,

JAY H. SKINNER,  
President Shoe Service Shop, 330 W. Jefferson St.

## Practical Hints for the Shoe Repairer

**T**HE wires which bind the heel lifts in dozen packages for shipping purposes can be made to be of use to the person who accumulates many of them. The following suggestions are offered by "Shoe Repair Shop":

Cut them in 2½-inch or 3-inch lengths, then wrap around the nail set so that the ends are even, and with small pliers bind one of the ends to the side, making a bend sufficiently short to hold the end of the other wire, like a safety pin. These can be used to fasten tags on shoes that have no laces. When not in use they may be hung on a bill file.

\* \* \*

Setting the old shoes down in natural position upon the bench, the wise repairer gives the customer an immediate general view of the shoes to be repaired, and if the heels need repairing that fact is then so apparent that the customer readily agrees to have them repaired. When the shoes are held in the hand and the question of repairing the heels comes up, very often the customer will decide in the negative, thinking evidently only of the extra price involved, but when the heels are set on the bench and the rear does not touch surface, the customer can see for himself what is necessary.

\* \* \*

A man standing up has about twice as much strength as when he is sitting down or kneeling.

Shoe repairing is laborious work, although much brain work is also needed. Certain operations do not call for a standing posture, but it is maintained that resoling and heel making can be done better standing.

\* \* \*

One of the little things that may seriously affect the successful operating of the sole stitching machine in the repair shop is the condition of the thread rolls. Keep the rolls clean to insure good, uniform work, and unless this is done uniform work cannot be expected. The proper cleaning operation is very simple, and it should be performed every night, regardless of the amount of work done on the machine, for thread rolls become foul more rapidly with machines that are used spasmodically than they do with machines that are run steadily. It is the frequent stopping of the machine and the drying of the wax on the roll that leads to accumulation that makes the thread roll foul and increases the drag on the thread.

\* \* \*

When applying steel plates or circlets to heels that have been tempered, the lift should be wet or in temper, so as to allow the plate or circlets to sink in flush with the leather.

\* \* \*

A piece of sole leather that has hard spots and veins in it should be wet before stitching. Many re-



pairers do not use defective leather on welt shoes, but the idea that this leather can be used only in nailed work is a wrong one. Leather may have hard spots and still be entirely serviceable.

\* \* \*

Cleaning up old shoes go hand in hand with the bottom finishing part, which to-day is a very important part of shoe repairing and general shoe making. Anything that is worth being done at all is worth being done right, and the work that is only half done is not done well. We live in a progressive world, and it will pay you to be progressive.

\* \* \*

Have your shop arranged so that it will not be necessary to spend time in overcoming difficulties which arise from inconvenient arrangements. Have



Black Vici Kid Oxford—by Getty and Scott, Galt, Ont.

your machines and tools arranged in the order of their use and you will find that each job can be accomplished in less time.

\* \* \*

As women contribute about three-fourths of the work done by the shoe repairer, he should put forth his best efforts to make the repair shop attractive. This means having a presentable front, a clean entrance and neatness inside, all of which, to complete the attractiveness of the repair shop, must be accompanied by workmanship which is neat and good.

### Leather Lifting and Rubber Heels

**T**HE one most concerned with the number of leather lifts in a heel is the shoe repairer. If one asks how this can be the reply is that the repairer has to fix up the heels and the man who does the fixing is always much concerned with the material to be worked upon. This will prove true whether one is fixing a shoe or the roof of a house.

Now it often happens that a woman will buy a pair of shoes and will take them to the repairer to have the leather lifts taken off and a rubber heel put on. This means that only a part of the leather heel is taken off or just enough to make room for the rubber. The rubber may be three-eighths or so as there are no high heels of all rubber, as far as the writer has been able to see.

Now if there is a real leather lift, to nail the rubber to, there will be no trouble, but if there is only heel-board to fasten the rubber to, there will be trouble. Perhaps some repairers can nail rubber to heel-board but there are many who do not think that it can be done and get a good job at the same time.

If there are three leather lifts on a high heel the chances are that the rubber heel can be attached all right but if there is only heel-board the repairer will have to pull off one such lift and nail a leather lift on the heel. This will give him the needed foundation for the rubber heel.

So that it may be seen that what is done in the factory has a far-reaching effect. No shoemaker in the factory need give the matter as much attention as the repairer will have to give it later on. And no worker of the factory is concerned nearly as much as the repairer.

It looks as though there were rather more rubber heels being used today than ever before. This helps save leather and it may be presumed that those who have rubber heels put on like them much better than the leather lifting which they displace.—Shoe Topics.

### Knowing Your Machine

**I**N the course of a discussion on stitchers and their various adjustments recently, two repairers made a little bet that worked out nicely for the man who knew his machine. The visitor bet the proprietor of the store \$10 that he could "fix" the stitcher inside of a minute in such a way that it would not stitch properly a fibre sole, and that he could not find the trouble inside of ten minutes. The owner took him up, both sides produced their money and a third person acted as referee. With the proprietor's back turned the other repairer "fixed" the machine and pronounced the contest on. Our repairer friend turned around, set the thread tension back where it should be and claimed the \$10. With considerable consternation the other fellow wanted to know how in the name of St. Crispin he got wise to that little trick. "Well," the reply came, "I've gone to the trouble of studying that machine and knowing it thoroughly. You can't change a single adjustment that I can't spot inside of a minute."

The winning of little pots of money like this is not an everyday occurrence, but it all goes to show that a repairer should know his machine. Not only will he be able to save much valuable time that might be lost in waiting for the service man to get on the job, but he will also be enabled to turn out more satisfactory and continuous work.

### Creating Customers

**A**TORONTO man recently had a pleasant little experience in one of the down-town repair shops. He had taken in a pair of child's boots to be re-soled. The repairman looked the shoes over carefully and then called the customer's attention to a peculiarity in their shape. "These boots are too small for your child," he said, "and I should not advise you to have them re-soled. It would be better for you to purchase a new pair of a proper size."

The customer took the repairman's advice and left the store with a real appreciation of the service rendered. That he will remember this shop for his next repair job goes without saying.

## Toronto Repair Have Visiting Committee

**M**EMBERS of the Toronto Shoe Repairers' Association are busy working out plans for the winter entertainment programme which will include smokers, euchre parties, dances and so on, in addition to the regular business meetings. A visiting committee has been formed to call on Toronto repairmen who are not members of the Association, with a view to getting as many of these men into the organization as is possible.

## Dr. Scholl Demonstration Week

**T**HE week November 17-22 will be known throughout the country as "Dr. Scholl's Demonstration Week" and the company's extensive advertising in the leading national publications is calling attention to the fact that this is the first time in history that simultaneous demonstrations, each in charge of a competent Practipedist, have been staged in thousands of shoe stores throughout the United States and Canada. The Scholl Company are distributing free a home study course in Practipedics so that retailers, or their salesmen, may have an opportunity of completing the course and graduating before Demonstration Week arrives. Complete information regarding the demonstration and how it should be held will be mailed on request to the Scholl Manufacturing Company.

## A More Varied Range

**T**HE Miner Shoe Company, Limited, Montreal, Que., are starting their spring trade with a larger and more varied range than usual, comprising a couple of new recede toes in men's in both tan and black calf. There is also a number of tan side and mahogany side shoes on both recede and medium round toe. In women's lines the company have gone heavily into oxfords and pumps in sport styles and with Cuban and Louis heels. They have also an exceptionally good line in women's high cuts with Cuban and Louis heels. Included in the lines are some suede top shoes in both men's and women's.

## Globe Pillow Welts

**T**HE Globe Pillow Welts, manufactured by the Globe Shoe Limited, Terrebonne, Que., are specially designed to provide comfort and ease for growing feet. The welt, a genuine Good-year, is sewn right into the sole. The company also make the Baby Walk line and specialize in ladies' comfort cushion sole turn shoes and oxfords besides their regular lines of turns. L. H. Packard & Company, Limited, Montreal, are selling agents.

## New Gun Metal Lines

**A.** COTE & Son, St. Hyacinthe, Que., have added several new lines and their travellers are now on the road taking orders for immediate and spring delivery. Gun metal has been added to the lines of black chrome box kip, which are made in both McKay and standard screw on two different lasts. These have had a very large sale during the recent past and the company look for a still larger trade during the coming season.

## Official Shoe and Leather Directory

**T**HE 1919 edition of the Shoe & Leather Reporter "Annual," the official shoe and leather directory, is a very complete volume of 780 pages made up of a large quantity of useful information such as trade corporations, prices of leather and hides, shoe standard measurements, exports, trade organizations in the United States and Canada, maps, alphabetical lists of glove manufacturers, hide and skin dealers, rubber shoe manufacturers, shoe wholesalers, tannery material dealers, shoe manufacturers, leather manufacturers in the United States, Canada and Great Britain. The directory is published by the Shoe & Leather Reporter Company, 166 Essex Street, Boston.

## New Rubber Catalogue

**T**HE Miner Rubber Company have distributed their catalogue of "Greyhound" canvas shoes for 1920. It is an attractively printed booklet, in colors, illustrating outing and sport shoes, barefoot sandals, oxfords, pumps, overshoes, knee boots and so on. The company state that their "pressure cure" method doubles the life of the rubber and although the line was placed on the market as little as two years ago, they were almost unable to cope with the demand last year.

## Makes "Lady Belle" Shoes

**H**EREWITH is a likeness of Mr. A. A. Armbrust, president of the Lady Belle Shoe Company, Kitchener, Ont. Mr. Armbrust has been in the shoe game about twenty-one years and is an expert on women's fine McKays, this being the line on which the company specialize. They have

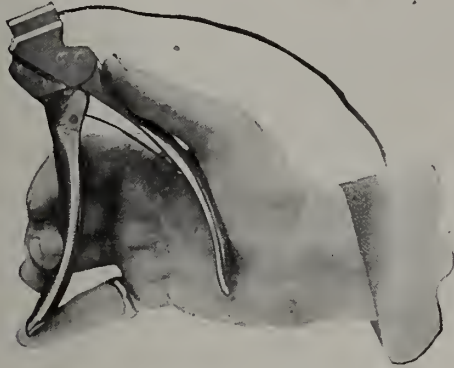


Mr. A. A. Armbrust

a very modern factory—erected in 1915-16—and turn out about 500 pairs a day. They employ at present about 65 hands and the business is growing very rapidly.

### Arrow Shoe Lace Tipper

**A** VERY handy device for use in shoe stores is the Arrow Shoe Lace Tipper manufactured by Hughes Fawcett, 115 Franklin Street, New York. It is a continual occurrence in the average store to have tips come off laces while shoes are being fitted. Instead of throwing these laces away, as is usually done, it is but the work of a few seconds to attach another tip with the use of the Arrow device. If



The Arrow Tipper

the retailer wishes he may also purchase his laces by the roll, cutting them off to the required length and tipping them as needed. The tips are sold in quarter pound boxes of about 600 tips and come in black, white and brown. The tipper is fully guaranteed not to break or get out of order and is made of tempered steel. Mr. Thomas Tomkinson, 114 Bellevue Avenue, Toronto, is Canadian representative.

### 30,000 People at Dayton Picnic

**T**HIRTY thousand Dayton folk turned Hills and Dales Country Club into one large picnic on Saturday, Sept. 22. They were the factory employees, and their relatives, of the National Cash Register Company. So far as is known, this is the largest picnic ever held in America. Every picnic requisite was there—in fact, it was more like a fair. Side shows, bands, clowns, races, ball games, dancing, refreshments, fire works, moving pictures—all were in evidence.

Refreshments were served at noon and at night cafeteria style from 85 long tables. The 650 waiters at noon served over 20,000 people in 16 minutes. They hadn't time to accept any tips.

The entire picnic was planned and directed by the men in the N. C. R. factory. All the company did was to foot the bills. The men planned the big parade from the factory to the picnic grounds, hired the entertainers, bought the refreshments, did everything. The executives were guests.

#### Picnic a Family Affair

President John H. Patterson, of the National Cash Register Co., speaking of the affair, said: "I felt very happy as I walked through the grounds to-day. It seemed just like a big family reunion. It is a big reunion. So many people came up and shook hands with me and reminded me of the days when our business was small and when they were part of the little organization which worked so hard for the future we

have attained. And I met the grown-up children of some of the men who were with us in those early days. To me it is a wonderful thing that our people stay with us for a lifetime, and that their children come into our organization, too."

### "Dalco" Ornament Attachment Device

**M**ANY Canadian manufacturers and shoe retailers will be interested in a new device for attaching buckles to shoes, manufactured and sold by Dalrymple-Pulsifer Co., Haverhill, Mass., and now offered to the Canadian public. This device has been selling in the United States for the past few seasons, but is yet very little known in Canada. The "Dalco" device is affixed to the pump or slipper by the manufacturer or may be readily attached by the retailer for his trade, making possible the interchangeability of buckles and ornaments on the same shoe. When an ornament becomes dingy or no longer pleases the wearer of the shoe, a new buckle or adornment may be quickly attached by a novice. In this way a pump is quickly converted into a Colonial. The device is attached to the shoe rigidly and the new buckle is slipped on by means of a metallic fastener which holds its place and does not become loosened. The buckle is placed on the shoe high up in the throat where it is most attractive. A customer frequently likes a particular shoe, but does not like the particular ornamental features. With this device adjustments can be made to meet their taste, provided the dealer has on hand various styles of buckles and ornaments, any of which he can immediately attach to this shoe and keep his trade satisfied. Dalrymple-Pulsifer Co. not only make this particular buckle attachment, but are also large manufacturers of all kinds of shoe ornaments which they sell, together with the "Dalco" attachment. Every retailer should familiarize himself with this handy adjustment.

### The New Shoe Machinery Co. of Providence Making Canadian Connections

**T**HE New Shoe Machinery Company of Providence, R. I., who do an extensive business in the United States among the findings dealers, jobbers and shoe stores, have just made arrangements with the Great West Saddlery Co. of Calgary, Alberta, to handle their numerous lines in the province of Alberta, Saskatchewan and Manitoba. The object of this move is to give the Canadian customers better and more prompt service. Business connections for other sections of Canada are being made with two other distributors and announcement will be made of the firm names in a later issue. An ample stock of goods will be carried at all the Canadian branches so that immediate deliveries will be assured.

Among the very useful articles for findings dealers handled by the New Shoe Machinery Co. are button fasteners and machines for attaching same; heel and sole protectors of all kinds; tools for repair work; knives, lacing hooks, pincers and cutting nippers. They also handle a complete line of finders goods. One of the latest of useful tools being now marketed by this firm is a rough knurled headed high grade steel hammer, the manufacturers claiming that users of this implement are high in their praise of its utility.

# FOOTWEAR FINDINGS

## Happenings in the Shoe and Leather Trade

John J. Cass, for the past few years sole leather room foreman of the John Pilling Shoe Co., Lowell, Mass., has accepted a position as superintendent of the cut stock factory of the Tetrault Shoe Mfg. Co., of Montreal, Que. The Tetrault Shoe Mfg. Co. are installing this cut stock factory in the new addition that is being built to their No. 2 plant at Maissonneuve. Mr. Cass is an expert in this line and should make a very valuable man for this concern.

Mr. R. C. Tyler, representing the Blachford, Davies Company, wholesale shoes, Toronto, has sailed for England where he will represent the company. His headquarters will be at Leicester. He has had a good experience in the shoe trade and should do well in the Old Country.

The funeral was held recently of Mr. John Lennox, the Hamilton wholesale shoeman who met death by drowning last April. The body was discovered in September.

Emile Gagnon, son of Narciss Gagnon, Montreal, was married recently to Miss Juliette Lessard, of Montreal.

The Anglo-Canadian Leather Band have been giving a series of concerts in the T. Eaton store at Toronto.

The Hurlbut Company, Preston, Ont., recently had their annual outing at Waterloo Park. The program included games, racing and dancing.

Goe. E. Boulter, Toronto, has been appointed agent for Mcnihan's shoes of Rochester. Mr. C. A. McKim has joined his staff and is now in the east on a selling trip.

The Canadian Arrowmith Company, Niagara Falls, Ont., have opened a Toronto warehouse and office at 57 Queen St. East. The manufacturing will still be carried on at Niagara Falls. The office will be in charge of Mr. Murdock and shoe retailers will have the privilege of sending difficult cases direct to this office to be fitted—credit to go to the retailer of course.

Three stories are to be added to the present brick building of the Canadian Consolidated Rubber Company, Broad Street North, Regina, Sask. This will make it one of the finest office and warehouse buildings in the West.

The Canadian Shoe Store, Toronto, recently registered.

Mr. L. C. Van Geel, of the Tillsonburg Shoe Company, returned on September 21 from a two months' trip to England and Belgium. Mr. Van Geel is a native of Belgium, this being his first trip home in 17 years.

W. H. Farley, business expert of Dayton, Ohio, recently addressed Montreal merchants, on general business principles, including the advantages of National cash registers.

Col. Frank A. Reid, with the British Merchants Incorporated, Limited, London, England, has complained of several cases of unreliable quotations by Canadian firms. Orders, he says, have been ignored for months and then cancelled. If we are to build up a foreign export trade there should be no trifling with contracts in this way.

Alfred Lambert, of Alf. Lambert, Inc., shoe manufacturers and jobbers, has resigned as chairman of the Montreal Housing Commission, on account of a visit to Europe.

Ames, Holden, McCready, Ltd., Montreal, have opened the following new branches: Halifax, J. H. Codner, manager; Ottawa, E. M. Zavitz, manager; Quebec, L. A. Poulin, Manager; Regina and Saskatchewan, L. T. McGiverin, manager; London, W. J. Mitchell, manager; Calgary, Fred

M. Logan, manager. The company are extending their in-stock departments, and have adopted a plan of notifying customers of the goods immediately available by means of order cards and slips on each of which an illustration and particulars of a shoe are given. The slip has the following notation: This shoe is positively in stock on date stamped, and will be shipped immediately on receipt of order." The slips are sent to customers from time to time, from the branches, the managers selecting such illustrations as will suit individual buyers.

The Children's Footwear Co., manufacturers of stitch-downs, Montreal, are enlarging their plant by the addition of another floor, and installing new machinery, increasing the output from 2,000 to 3,500 pairs per week.

L. Breithaupt, of the Breithaupt Leather Co., Ltd., Kitchener, Ont., has been on a business trip to Montreal.

The Silver Footwear Company, Toronto, Ont., recently suffered loss by fire.

The Atlas Shoe Hospital, (Louis Shuter and Human Flaxl proprietors), Montreal, has registered.

The Colonial Hide Company, St. Johns, Que., suffered loss by fire recently.

J. J. Coutts, shoe repairer, 216 Gordon Street, Guelph, Ont., is purchasing a Landis stitcher which will be installed in the near future.

The John R. Evans Leather Co., of Canada, Ltd., Montreal, are converting an old factory at Cote St. Paul into a tannery for the purpose of making glazed kid. The parent company is in the United States.

Mr. Warren T. Fegan, proprietor of the Big 88 Shoe Store, Toronto, has been on a short vacation in Atlantic City.

R. Dack & Sons, Limited, Toronto, who specialize in made-to-measure shoes for men, advertise that their Mr. Gordon Green has returned to Winnipeg for a few weeks to continue their service in the West. His showroom is 410 Hammond Building, Winnipeg.

Mr. Russo, proprietor of the Modern Shoe Store, Glencoe, Ont., is selling out his shoe stock and will devote his energies to the repairing end of the business.

A branch of the Boot and Shoe Workers' Union has been organized in the town of Aurora, Ont.

Redden & Publicover have opened their new shoe store in the Florian Block, Charlotte Street, Sydney, N. S. Mr. J. K. Redden is a practising chiropodist and has been associated for the past twelve years with A. W. Redden & Son, of Halifax. Mr. Publicover was also with the Redden Halifax store for over a year and previous to that was for ten years manager of the Hub Shoe Store in Sydney. They have a very attractive store.

The Dominion Dye & Box Toe Company, Montreal, Que., have registered.

It is reported that the firm known as Eaton's Boot and Shoe Market, Montreal, has dissolved.

The engagement has been announced of Miss Ruth Hart, of Montreal, to Leon H. Fischel, sales manager for Nathan Cummings, shoe specialties, Montreal. Mr. Fischel says he realizes that that it is impossible to inform all of his friends personally but knows they will all read of his good

fortune in "Footwear." We join them in wishing him the best of happiness.

The Manufacturers' Shoe Syndicate, Montreal, has dissolved.

The New York Shoe Repairing Company, Montreal, have registered.

Hugh Hotson, boot and shoe retailer, Tavistock, is discontinuing business.

Miss Mary L. Christian has been appointed editor of the "Foot Specialist," a monthly magazine published by the School Manufacturing Company, Chicago. Miss Christian was editor of "Shoe Findings" for three years and is quite familiar with the field. Some interesting and instructive issues of the "Foot Specialist" are looked for.

Mr. E. L. Lynch and Mr. R. M. Smith, Regal roadmen, recently returned from a three weeks fishing trip in the Northern Lakes and report, as all good fishermen should, that they caught some "whoppers." In any event they had a very enjoyable holiday.

Ames-Holden-McCready have applied for a permit to erect a two storey factory in Kitchener for the manufacture of felt footwear.

The United Last Co., Ltd., Montreal, recently turned out 8,200 pairs of lasts in one week, a record for the company.

Mr. Louis Adelstein, the well known Montreal shoe retailer, has registered as vice-president of the Empire Shoe Company, Limited.

Sir Herbert Ames has retired from the directorate of Ames-Holden-McCready, Limited, owing to taking up his residence in Geneva in connection with the League of Nations. He is succeeded by Mr. W. A. Black, managing director of the Oglivie Flour Mills. At a meeting of the directors, Mr. T. H. Rieder, the president, stated that the business was far ahead of last year, both as regards volume and profits, and that the outlook for next year was very bright.

Charles A. Joslin, manager of the Panther Rubber Company, Limited, Sherbrooke, Que., with Mr. Hurtubise, the Montreal representative of the company, has been calling on the Montreal trade.

Robin Freres, last makers, Montreal, are constructing an addition to their factory, to be used as another drying kiln for their maple lumber. The firm are now obtaining the lumber from their own timber limits, in the Eastern Townships.

Dupont & Frere, Maisonneuve, have moved into their new factory, and are endeavoring to increase the production capacity as quickly as possible. The firm have sufficient orders for six months ahead, and cannot take additional business for shoes to be shipped before April.

Tenders are being called for the erection of an addition to the factory of Clarke Brothers, St. Stephen, N. B.

Robert D. Ayling, who represents several English Shoe firms in Canada, recently returned from a three months visit to England.

Hon. E. J. Davis, president of the Davis Leather Company, Newmarket, Ont., was recently in Toronto on business.

Mr. H. B. McGee, representing the Perth Shoe Company, was recently at the King Edward Hotel, Toronto, showing the Perth lines.

Mr. C. A. Davies, of the Blachford, Davies Company, Toronto, is taking a trip through the west.

Charles Betournay, formerly Maritime representative for J. A. McCoughan, Montreal, is now representing

Scheuer, Normandin & Company in Montreal City and district, succeeding his brother Geo. H., who recently opened a shoe factory in Montreal.

C. F. Rannard, the Winnipeg shoe retailer, recently motored from Winnipeg to Quebec.

The warehouse of Beardmore & Company, leather manufacturers, Toronto, Ont., was slightly damaged by fire recently.

The Tred-Rite Shoe Company, Limited, Otterville, Ont., have been granted a charter.

A by-law will be submitted to the ratepayers of the village of Acton, Ont., providing for the borrowing on debentures the sum of \$25,000 for the purpose of granting a loan to Gourlay & Fogelberg, Limited, to enable them to establish a plant in that place. In consideration of this grant and also a free site for building the company agree to erect a modern factory building to cost not less than \$10,000 and to install all modern shoe machinery for the purpose of shoe manufacturing, the total value of the plant to be not less than \$25,000. The business is to be in operation by the first of January and the firm agree to have at the start a payroll of sixty employees.

R. Brown, shoe repairer, Perth, Ont., has succeeded to the business of Geo. Steele.

A newspaper item from New York states that a prominent Canadian leather manufacturer recently entered the New York market and cleaned up the floating supply of calfskins—about 100,000 hides in all.

Mr. W. F. Bilger, advertising manager Dominion Rubber System, recently visited Toronto and Kitchener.

S. J. Stevenson, proprietor of the Imperial Shoe Store, Regina, has sold out to the United Shoe Stores, Limited.

The annual picnic of the T. Sisman Company, Aurora, Ont., was held at Bond Lake recently.

Not many shoe stores have an auto delivery service. The distinction of being the first in Toronto belongs to the St. Leger Shoe Company.

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**WANTED—OLD ESTABLISHED BUSINESS HOUSES** as district Agents in Canada, for the sale of Boot Polishes, Inks, Stains, Waxes, etc., for the Boot & Shoe Trade. Apply The Magic Polish Co., Ltd., Leicester, England, Established 1891, Government Contractors. 9-10

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**WANTED—POSITION AS TRAVELLING SALESMAN** for the Maritime Provinces, with well established line. Married man, 36 years of age. Active, and can furnish AI references re ability, habits, etc. A. B. C., Box 970, Footwear in Canada, Toronto. 7-t.f.

*Largest Manufacturers in Canada*

—of—

**STEEL DIES**

for

**Shoe and Rubber Manufacturers**

**Prompt  
Service**

**Guaranteed  
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**JAS. CLELAND, REGD.**

**16 St. George St., Montreal**

**Better than real  
porpoise laces**

Looks like leather, but  
stronger and wear  
longer. Uniformly  
woven throughout—no  
weak spots.

Ask your jobber

We'll send samples upon request

**The Narrow Fabric Co.**  
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*Makers of the famous Nufashond  
Fabric Tip Shoe Laces*



**Jobbers Should Note!**

**New Castle**

**Quality**



**Kid**

Supplies either glazed or natural  
surface, black or colored, this  
famous product is always reliable  
and uniform in quality.

Quantities shipped promptly.  
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Canadian Agents for  
**FRED RUEPING LEATHER CO.**  
Calf and Side Leathers, Ooze Splits and  
Barrett & Co. Skivers.

**New Castle Leather Co.**  
NEW YORK

Canadian Branch:—335 Craig St. W., Montreal  
Factory:—Wilmington, Del., U. S. A.

**Save Money on Abrasive**  
with the  
**UNIVERSAL  
HEEL BREAST  
SCOURER**



This machine will scour a vertically Breasted Heel of any  
height and of any shape, giving a line to edge of heel that is  
not possible by any other means. The excellence of work,  
coupled with the remarkable saving of time and abrasives, ren-  
ders the Universal Heel Breast Scourer an essential part of  
modern shoemaking equipment.

WRITE FOR MORE PARTICULARS

Manufactured by

**The Louis G. Freeman Co.**  
CINCINNATI, O.

Canadian Representatives:  
International Supply Company, Kitchener, Ont., Montreal, Que.

# WICKETT & CRAIG, LIMITED

Makers of Fine Side Leathers,  
Oil Tan Moccasin Leather and  
High Grade Goodyear Welting

Toronto,

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Canada

# “PREMO” LACES

The logical lace for your spring shoes.

Mercerized silk braid combined with

**A Tip That CAN'T Come Off**

We will replace every lace that does not give absolute satisfaction.

# CRESCENT BRAID CO.

General Sales Office: NEW YORK CITY      Factory: PROVIDENCE, R.I.

CANADIAN REPRESENTATIVES:

Canadian Shoe Findings & Novelty Co.

2 Trinity Square, Toronto

## HAZEN B. GOODRICH & CO.

HAVERHILL - MASSACHUSETTS



TRADE MARK

MANUFACTURERS

MEN'S & WOMEN'S SLIPPERS, OXFORDS, PUMPS



## Our McKay Sewed and Standard Screwed Shoes

will stand plenty of hard wear. Made on foot-fitting lasts that will give comfort to the wearer and are durable. The range includes—Men's, Boys', Youths', Little Gents', Children and Infants' Black Chrome, Box Kip and Gun Metal Sides. Your jobber will quote you prices, or write us direct.

**A. A. COTE & SON, Limited**

Successors to St. Hyacinthe Soft Sole Shoe Co. Limited  
ST. HYACINTHE, QUEBEC

## Good Pattern Designing Is An Acquired Art

Fitting the Lines of a Last is not a Mechanical Operation but a matter of Skill—a result of Years of Study and Training.

PATTERN MAKING Demands Rare Judgement to Give Style and Graceful Lines, and Assure Conformity to the Original Last Outlines—

FITTING QUALITY DEMANDS ACCURACY

## Wheeler & Cummings

179 Lincoln St., Boston, Mass., U.S.A.

## Leathers

Glazed Kid

Black and all colors.

Side Leathers

All grades, all weights, all right

Glove Leather

Grain and splits, all kinds, all colors

## Shoe Findings

Buttons, Bows, Fabrics, Topping, Drills Twills, Cottons, Earscrews, Flannels, Cotton Threads, Ducks, Poplin

Canadian Representatives :

*Standard Kid Mfg. Co., Boston*

*The Thomas Lake & Whiton Inc., Boston*

You will confer a favor to us if you call on them when in Boston. They will surely interest you.

## Pierre Blouin Reg'd

QUEBEC

60 Colomb St.

MONTREAL

59 St. Peter St.

On and after Oct. 1st the Eastern Townships Shoe Co., of St. Hyacinthe, Que., will be known as

## La Maison Girouard Limitee

otherwise the organization remains the same, and we will continue to solicit your orders for :

“Eastern” White Canvas Shoes, “Eastern” Overgaiters, “Eastern Felt Leather Footwear and Maltese Cross Rubbers

## Shoe Tools & Findings



“Boston Best” Knives—Made in a full line of styles and sizes.



“NSMC” Heel Remover. Also manufacture Tack Pullers, nail sets, pincers, hammers, etc.



“Boston” Button Fastener

“Saveletts”

Also manufacture a number of different styles of pliers for use in connection with button, button fasteners, and staples for attaching buckles and bows to shoes.

## The New Shoe Machinery Co.

122 North Main St., PROVIDENCE, R. I., U.S.A.

Distributors for Provinces of Saskatchewan, Alberta and Manitoba.

THE GREAT WEST SADDLERY CO.  
WINNIPEG SASKATOON CALGARY



### Make Your Show Windows Pay Your Rent

Many Sales are made on the Sidewalk

### Window Display Fixtures

A Wonderful set of Patented Interchangeable Window Display Fixtures for displaying Men or Women's Shoes. Set will give 10 Years Good Service in effective trade pulling window trims.

The Fixtures you see above are only a very few of the designs that can be set up with the full set, besides hundreds of standard fixtures can be set up.

Made of Oak, either Golden, Antique or Weathered Finish. Set is put up in a Hardwood Hinged Lid Storage Chest, a good place to keep the extra Younits not in use. There are thousands of sets in daily use.

- No. 101 Set has 220 Interchangeable Younits For Large Windows, \$48.12
- No. 101½ Set has 110 Interchangeable Younits For Medium Windows, \$27.50
- No. 101¼ Set has 55 Interchangeable Younits For Small Windows, \$17.32

Stock carried in Hamilton, Ont. Order direct or thru your jobber. Send for catalog. Patented and made in Canada.  
The Oscar Onken Co. 5950 Fourth Street Cincinnati, Ohio, U. S. A.





Mod. 1 No. 2 for A & B widths  
 Model No. 3 for C & D widths

## Don't Say the Old Way is "Good Enough"—

And waste valuable time stuffing your shoe tops with paper, etc., which distorts their appearance when at a small cost you can make your display shoes look trim and graceful. "ADJUSTO" BOOT TOP FORMS are quickly and easily adjusted—No springs to get out of order or screws to adjust. The slide does the trick—it expands the form and gives the shoe top a smooth, graceful appearance and holds it in perfect position. Try this simple inexpensive way. The cost is small but results are great. Order enough for your windows to-day. Price \$3.00 per dozen, f.o.b. Pittsburg. If your jobbers cannot supply you, order direct.

U. S. SPECIALTY MFG. CO., Pittsburg, Kansas, U. S. A.  
 (Remember it's KANSAS)

# Fortuna Skiving Machine



For Manufacturers who Skive Leather, Felt, Cork, Rubber or Paper.

Used Extensively by Manufacturers of Shoes, Box Toes, Trimmings, Insoles, Ankle Supporters, Welting, Arch Supporters.

Sole Agents for Canada

## FORTUNA MACHINE CO.

127 DUANE STREET

NEW YORK

# A Special Offer to Shoe Retailers

12 ILLUSTRATION CUTS that will make your advertising get you results - \$9.25

This is one of the series of twelve attractive illustrations we are offering at the above low figure. These cuts will make your Fall and Xmas advertisements distinctive from others and will rivet attention to your store. Send for free proof-sheet of the entire series to-day.



Canadian Advertisers Service  
 108 Langford Avenue, TORONTO

## ALPHABETICAL LIST OF ADVERTISERS

Adanac Leather Co. ....	58	Edwards & Edwards ...	138	New Castle Leather Company ....	122
Aird & Son ...	14	Eureka Shoe Company ...	65	New Shoe Machinery Co. ....	124
Alden Company, C. H. ....	47	Farnsworth, Hoyt & Co. ....	53	Oscar Onken Company ...	124
Ames-Holden-McCready ...	6	Fortuna Machine Company ...	125	Panther Rubber Company ...	Cover
Armstrong, W. D. ....	140	Franklin Machine Co. ....	138	Pfister & Vogel ...	54
Beardmore and Co. ....	69	Freeman, Louis G. ....	122	Perfection Counter Co. ....	132
Beckwith Box Toe Company ...	16	Gagnon, Lachapelle & Hebert ...	140	Perkins & McNeely ...	140
Bennett Limited ...	5	Galt Shoe Company ...	34	Ritchie, John ...	7
Blouin, Pierre ...	124	Getty & Scott ...	59-62	Regal Shoe Company ...	1
Boot and Shoe Union ...	139	Girouard, Le Maison ...	124	Robin Bros. ....	23
Borne, Lucien ...	131	Globe Shoe Company ...	133	Robinson, James ...	19-22
Boston Blacking Company ...	126	Goodrich, Hazen B. ....	123	Saba & Co., C. A. ....	64
Boston Felt Company ...	46	Goodyear Tire & Rubber Co. ...	68-130	Samson Enr., J. E. ....	131
Breithaupt Leather Co. ....	33	Hawley & Co., A. E. ....	127	Scholl Mfg. Company ...	26-27
Brodie & Harvie ...	138	Henwood & Nowak ...	52	Scott, J. A. ....	66-67
Canadian Advertisers Service ...	125	Hinde & Dauch Paper Company ...	138	Sewing Machine Supplies Co. ....	44
Canadian Consolidated Rubber Co. ...	3-70	Hydro City Shoe Manufacturers ...	127	Shoe & Leather Fair ...	14
Canadian Footwear Co. ....	24	Independent Rubber Company ...	17	Slater Shoe Company ...	15
Champion Shoe Machinery Co. ...	141	International Supply Co. ....	12	Snubbers Shoe ...	32
Children's Shoe Mfg. Co. ....	128	Kelly, Thomas A. ....	136	Spaulding & Sons, J. ....	45
Clapp, Edwin ...	52	Kenworthy Bros. ....	143	Standard Kid Mfg. Company ...	4
Clark Bros. ....	8	Kepner Leather Co., C. D. ....	46	Sisman Shoe Company ...	36
Clark, Edwin G. ....	140	Kescot Mfg. Company ...	50-51	Taylor-Forbes Co. ....	128
Clarke and Co., A. R. ....	39-42-144	King Bros. ....	140	Textile Mfg. Company ...	128
Cleland, Regd., James ...	121	La Duchesse Shoe Company ...	132	Tetrault Shoe Mfg. Co. ....	30-31
Cote & Son, A. A. ....	123	Lagace & Lepinay ...	28	Thompson Shoe Company ...	65
Cote, J. A. & M. ....	37	Lamontagne Racine & Co. ....	136	Tillsonburg Shoe Co. ....	13
Crescent Braid Co. ....	123	Landis Machine Company ...	136	United Shoe Machinery Co., Ltd. ...	137-142
Dalrymple Pulsifier Co. ....	64	Lang Tanning Co. ....	29	United States Hotel, Boston ...	131
Daoust-Lalonde & Company ...	18	Lawrence Leather Co., A. C. ...	48-49	U. S. Specialty Mfg. Co. ....	125
Davis Leather Co. ....	9	McLaren & Dallas ...	57	Vaughan, Geo. C. ....	55
Duchaine, Ludger ...	132	Minister-Myles Shoe Co. ....	43	White Shoe Company ...	25
Duchaine & Perkins ...	133	Miner Shoe Company ...	56	Williams Shoe Company ...	38
Duclos & Payan ...	10-11	Narrow Fabric Company ...	122	Wheeler & Cummings ...	124
Dunlop Tire & Rubber Goods Co. ...	134	National Cash Register Company ...	135	Wright & Company, E. T. ....	63
Eagle Shoe Company ...	35			Wickett & Craig ...	123

# MADE IN CANADA

Our line of Channel Cements, Sole Laying Cements, Chrome Cements, and Surefold is a quality line.

The first consideration given to their make-up is **QUALITY**.

You may depend on them being as good a Cement as can be made.

## **Boston Blacking Company**

152 McGill Street, MONTREAL, Canada



*Solid Leather Shoes for Satisfaction*

# HYDRO CITY

A VALUE that has remained positive and unaltered throughout the whole gamut of changing leather conditions; Hydro City shoes have maintained their splendid reputation so far, and dealers may depend upon it that this valuable footwear will continue to do so.

**HYDRO CITY SHOE MFRS.**

Limited

KITCHENER

ONTARIO

**HAWLEY'S HYGIENIC BLACK British Dye**



**“Claim” Beware of the word.**

Its definition is clear—nevertheless it is often found intentionally applied in a misleading way.

There can always be a “doubt” about a claim, but a “GUARANTEE” is definite—it cannot be used ambiguously. Branded products of guaranteed merit are the Retailers surety and mainstay. Hawley's Hygienic British Black Dye for Cotton or Thread Stockings and Socks is guaranteed by Hawley's of Hinckley to be permanent, stainless and perspiration-proof.

Advertising has made these guaranteed claims known to the general public who have been made to appreciate this distinguishing mark.

**HAWLEY'S HYGIENIC DYE WARRANTED STAINLESS & ACID PROOF**

In addition to the ever-recognized demand for a permanently fast black Dye on Stockings, Hawley publicity has created new business which can be taken advantage of by placing orders now for Cotton or Thread Stockings or Socks Hawley-dyed-Black—the guaranteed safe Hygienic Dye your customers want and need.

Summer Breeze in Kensington Gardens, London, Eng.

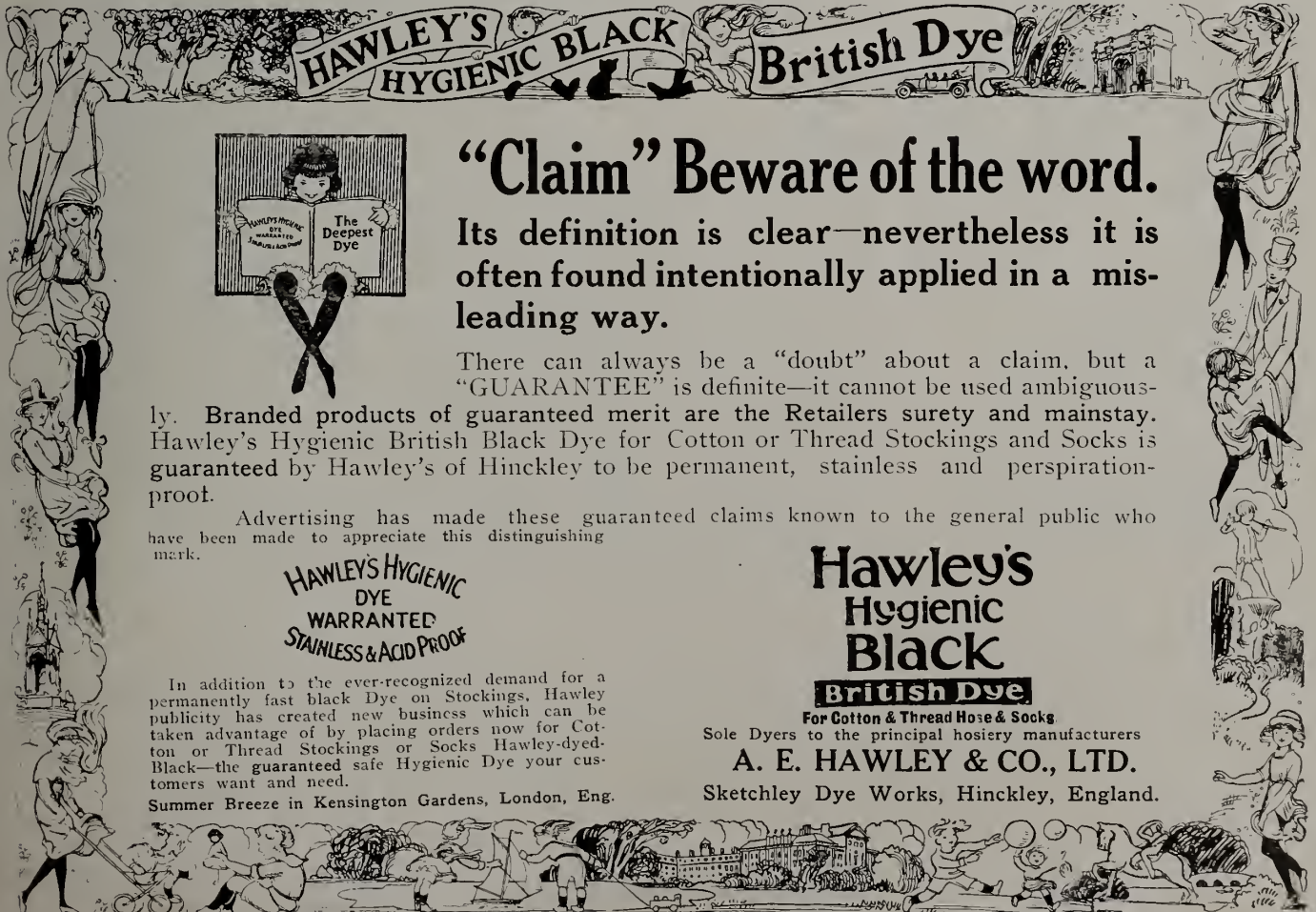
**Hawley's Hygienic Black British Dye**

For Cotton & Thread Hose & Socks

Sole Dyers to the principal hosiery manufacturers

**A. E. HAWLEY & CO., LTD.**

Sketchley Dye Works, Hinckley, England.



# SHOE LACES

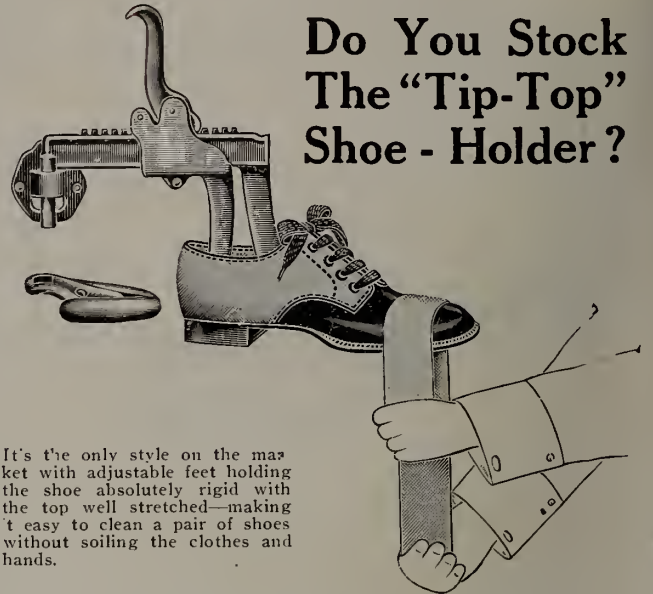
**MADE IN  
CANADA**

*Supply*

*Shoe Manufacturers and Wholesale Trade  
only*

**Textile Manufacturing Co., Ltd.**

439 Wellington Street West  
TORONTO



It's the only style on the market with adjustable feet holding the shoe absolutely rigid with the top well stretched—making it easy to clean a pair of shoes without soiling the clothes and hands.

Patented in Canada, U.S.A. and Great Britain.

Finished in Dull Nickel or Polished Nickel as required.

Packed one set in Carton—one dozen sets in Case.

They sell to shoe shine parlors and also to the man who cleans his own shoes.

If you don't stock them send a sample order and show them to your customers—you will be pleased with the result.

Manufactured by

**TAYLOR-FORBES COMPANY, Limited**  
GUELPH TORONTO MONTREAL VANCOUVER

# SHOES

**For  
Infants  
Children  
and  
Misses**

Designed to give exceptional wear where the wear is hardest and give exceptional comfort and freedom and unrestricted growth to little feet.

Serviceable shoes for active youngsters—a profitable line to the dealer.

**Selling  
to  
Jobbers  
Only**

**Children's Shoe Mfg. Co., Limited**  
11 Belleau St. - - - - - Quebec City

*October 6th, 1919*

## **A Call to National Service**

Magnificent work was done by the Manufacturers of Canada in previous Victory Loans.

Thousands of citizens now own Victory Bonds because of your advice and help.

The Manufacturers of Canada need no lengthy arguments to prove what the Victory Loan means to industry—but your work-people may need your guidance and advice in pointing out the relation between the Victory Loan and the demand for labour.

In the past you have spread the gospel of National Service among those with whom you have great influence. Again—place your example and influence squarely behind the

# **Victory Loan 1919**

Issued by Canada's Victory Loan Committee  
in co-operation with the Minister of  
Finance of the Dominion of Canada.



## What thoughts do YOU use in selling shoes?

**D**O you sell comfort? Then Neolin is the biggest comfort feature ever built into a shoe; slip-resisting, flexible, waterproof.

Do you sell long wear? Then Neolin's millions of enthusiasts lend support to your argument.

Do you sell value? Then Neolin branded on the sole is a mark of known quality. It gives your price a definite meaning.

Do you sell style? Manufacturers now finish Neolin for appearance and smartness on fashionable lasts.

No matter whether you are ordering for stock or for fall sorting, see that the shoes you buy are shoes that back up your selling arguments.

Don't be misled into accepting a substitute.

Order a quantity—the bigger part—of your stock equipped with Neolin soles and see that you get Neolin—N-e-o-l-i-n.

**The Goodyear Tire and Rubber Co. of Canada Limited :: Toronto**

# Neolin Soles

**The United States Hotel,** Beach, Kingston  
and Lincoln Streets  
**BOSTON, MASS., U. S. A.**

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.  
Good, comfortable rooms, unexcelled cuisine, and reasonable rates.  
American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

**JOBBERS**  
**HOCKEY BOOTS**



Our Hockey Boots have extensive sales and supply a wide demand at a reasonable price. The quality and workmanship put into their manufacture insure a first-class product on which you can realize a large and profitable turnover. Write us for samples.

**J. E. SAMSON ENR.**  
**QUEBEC**

**Middle and Western Canada**  
**Demands the Best**  
**in Footwear**

To successfully introduce your lines and maintain a satisfactory business you must interest the  
**General Merchants in the Prairie Provinces and British Columbia.**

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.



Over 33 years in its field

“CANADA’S GREATEST TRADE PAPER.”

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of “That Western Paper that brings results.”—“THE COMMERCIAL.”

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

**SURFACE KID WILL NOT SCUFF**

Surface Kid is a decided improvement on real kid because it wears better—will not scuff and is much less expensive.

The beautiful grain shows to advantage in dressy shoes, while the soft pliable texture equals chamois. Send at once for samples of Surface Kid in Black and Colors.

**BUTTS IN GUN METAL—DULL—GLAZED**

Head Office  
491 St. Valier St., Quebec

**LUCIEN BORNE**

Montreal Office—225 Lemoine St.



## JOBBER ONLY

### Very Attractive

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



**"La Duchesse" Shoe Co.**

Registered  
MONTREAL



# This is the Real One

The shoe fibre counter is worth two cents a pair only, but it will be worth dollars to you if you use the right one.

## Try the "Perfect"

It will put quality into your shoes and give them a good appearance, because it will stand the most strenuous wear, and give you the best fit obtainable.

THE MOST ECONOMICAL COUNTER  
ON THE MARKET

## Perfection Counter Limited

699 Letourneux Ave. Cor. Ernest St.  
Montreal

# A Word to the Jobber

Our lines of Men's, Women's, Boys' and Youths' Welts and medium McKays warrant your investigation. They are lines of high grade footwear correct in style and quality.

Their attractive good looks make an appeal which is strengthened by the exceptional comfort and serviceableness which they give the wearer.

Our prices allow you generous profits and will enable you to compete the prevailing quotations to the dealers.

**LUDGER DUCHAINE**  
593 St. Valier St. - Quebec



# Saleable Merchandise



What every dealer wants to carry.

On these principles our McKays for Men, Boys, Women, Misses and Children will commend themselves to the trade.

The quality in material and workmanship, style in last and finish and serviceability in wear are selling points of these shoes accelerated by attractive prices which will insure a rapid and profitable turnover.

We sell the jobbers only.

## Duchaine & Perkins QUEBEC

Montreal Sample Room

E. T. Bank Bldg.,

St. James St.

# It's a feature



in our footwear for misses, girls, children and infants

## The Globe Pillow Welt

specially designed to provide comfort and ease for growing feet.

The welt—a genuine Goodyear—is sewn right into the sole. Two features which make these shoes so popular—a soft cushion sole and a waterproof cork filling between the inner and outer sole.



## GLOBE SHOE LIMITED

Factory TERREBONNE, QUE.

Selling Agents

L. H. PACKARD & CO., LIMITED  
MONTREAL, P.Q.



**Easy to  
Wear—  
Hard to  
Wear Out**

The public have come to think of "Acme" Soles in terms of foot comfort and economy.

People like "Acme" Soles because they find in them that springiness, that quiet staunchness, that built-in long-life which means ease in walking and also money saved.

"Acme" Soles are alike popular for city asphalts, rugged country roads or bush trails.

Wearers tell one another about the good qualities of the "Sole of Perfection." It will not crack nor dry out. With "Acme" Soles there is no annoying squeak, no polished slipperiness to endanger the footing.

Drier, easier, better—"Acme" Soles are favorites, all the year round, with people in all callings, and with young and old.

ALL SIZES AND VARIOUS THICK-  
NESSES. COLORS: BLACK, WHITE  
and TAN. ALSO SUPPLIED IN  
SHEET FORM.

**Dunlop Tire & Rubber Goods Company, Limited**

Head Office and Factories: TORONTO

BRANCHES IN THE LEADING CITIES





## Up-to-date labor-saving machinery will take the drudgery out of keeping store records

A man should never do the work which a machine can do quicker, better, cheaper and easier.

**Let a National Cash Register and Credit File do your work—**

Put these two labor-saving devices in your store. They will help you to do business in business hours.

**Your time and money are the very lifeblood of your business—**

Protect them with a National Cash Register and N. C. R. Credit File. There is no need of risking business failure when safety is so easy and certain

**Labor-saving machinery offers you a great opportunity—**

Thousands of your fellow merchants in Canada can tell you that a National Cash Register and N. C. R. Credit File put them on the road to greater profit and less work. You have the same opportunity!

The National Cash Register Company of Canada, Limited

BRANCH OFFICES:

Calgary ..... 714 Second Street, W.  
 ..Edmonton ..... 5 McLeod Bldg.  
 Halifax ..... 63 Granville St.  
 Hamilton ..... 14 Main Street East  
 London ..... 350 Dundas Street  
 Montreal ..... 122 St. Catherine Street, W.  
 Ottawa ..... 306 Bank Street

Quebec ..... 133 St. Paul Street  
 Regina ..... 1820 Cornwall Street  
 Saskatoon ..... 265 Third Avenue S.  
 St. John ..... 50 St. Germain Street  
 Toronto ..... 40 Adelaide Street  
 Vancouver ..... 524 Pender St. W.  
 Winnipeg ..... 213 McDermot Avenue

Factory: Toronto, Ontario



## COUNTERS BOX TOES and INNER SOLES

Our union and all leather, flexible inner soles are better than ever, with no change in prices. Try them and be convinced.

**LAMONTAGNE, RACINE & CO.**  
115 ARAGO ST.  
QUEBEC

## KELLEY KID

*LEADS THEM ALL  
in Uniformity,  
Fine Texture, Wearing Qualities and Finish*



In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

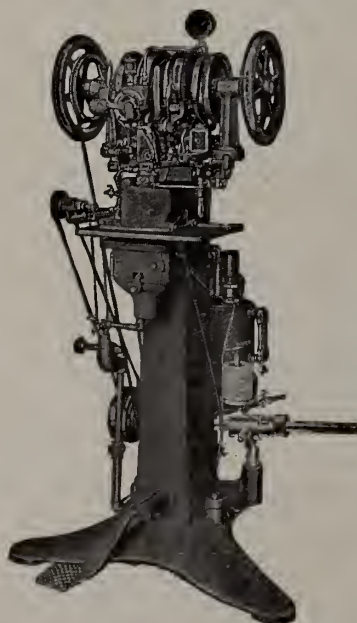
Sold in All Foreign Countries

**Thomas A. Kelley & Co.**  
Tannery and Main Office, LYNN, MASS.

Selling Agents:

**ROUSMANIERE, WILLIAMS & CO.**  
87-93 Lincoln St., BOSTON, MASS.

## Landis Outfits are Money-Makers

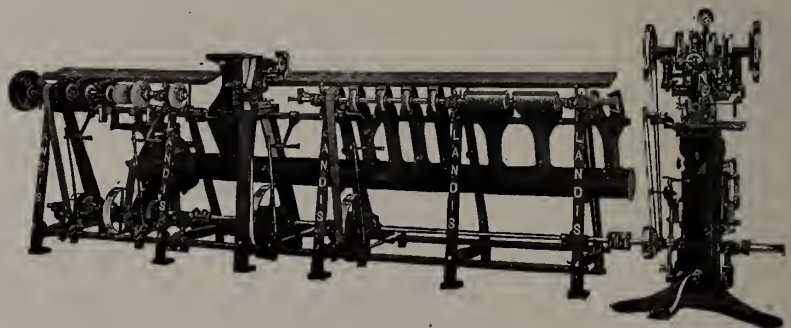


Landis No. 12 Shoe Stitcher.  
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to  
Landis Model 25 Finisher.

**Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.**



# DO IT NOW!

Order your winter supply of

## USMC Hub Pastes

Before the cold weather sets in, because Hub Pastes are subject to frost.

Put up in convenient kegs of approximately 10 gallons or in barrels of approximately 30 and 60 gallons.

*We supply Pastes and Powders for all purposes and shall be pleased to quote prices*

**United Shoe Machinery Company of Canada, Limited**  
**MONTREAL**

**TORONTO**  
90 Adelaide Street West

**KITCHENER**  
179 King Street West

**QUEBEC**  
28 Demers Street

# Edwards & Edwards

TANNERS  
OF

## SHEEPSKINS

FOR

Shoes, Gloves, Saddlery  
Upholstering  
Bags and Suit Cases  
Bookbinding  
Fancy and Novelty Goods  
Skivers  
Embossed Leathers  
Etc., Etc.

### EDWARDS & EDWARDS

Head Office and Sale Rooms      Tanneries  
27 Front E. Toronto      Woodbridge, Ont.  
Quebec and Maritime Provinces  
Represented by  
JOHN McENTYRE LTD. 28 St. Alexander St.  
MONTREAL, QUE.

The Best and Most Durable  
Shoe Laces Are Made

With Our

## Power Shoe Lace Tipping Machines

Textile and Special Machinery  
Harris-Corliss Steam Engines

Send for Catalogue

### The Franklin Machine Company

Engineers      Founders      Machinists  
189 Charles Street,      Providence, R.I.

# BRODIE'S PATENT FLOUR PASTE

*"Never Lets Go"*

Strong in adhesiveness, clean and absolutely free from lumps, it possesses all the qualities of the ideal paste for all kinds of shoe manufacturing. Supplied in quantities to meet your need.

Samples and prices  
on request  
Write us now.

## Brodie & Harvie

Limited

14 Bleury St. MONTREAL

We Can Save Money for You on Your  
Shipping & Packing

## H & D Solid Fibre Board Boxes

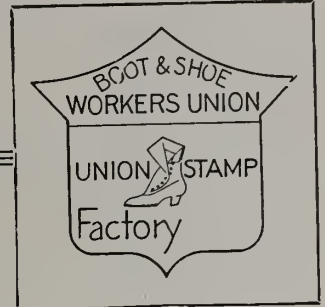
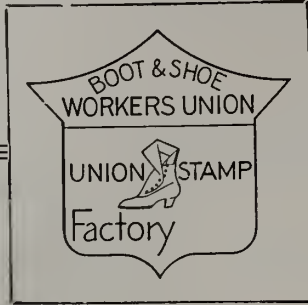
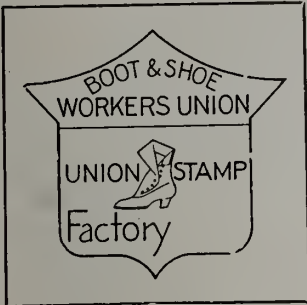
- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



### The Hinde & Dauch Paper Co.

TORONTO      of Canada Limited      ONTARIO



# For All The People All The Time

Union Stamp shoes alone are acceptable to all the people all the time.

They not only appeal to the average customer but are the only shoes acceptable to the Union man and his family.

Do not fail, Mr. Retailer, to stock Union Stamp footwear for 1920 and meet the demand that is knocking daily at your door.

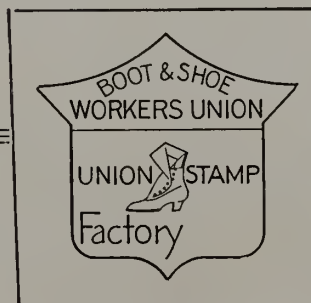
## Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 SUMMER STREET BOSTON, MASS.

COLLIS LOVELY, Gen. President

CHAS. L. BAINE, Gen. Sec'y-Treas.



*Pan American*  
**KID**  
Seal Brown and Black

---

**Perkins & McNeely**  
Philadelphia

Canadian Representative—  
**Ed. R. LEWIS**  
45 Front St. E., TORONTO

Wishes to announce that he is now permanently located in Montreal, where he will handle catalog illustrating for the shoe trade.

**222 CRAIG STREET W.**  
**MONTREAL**

# A Better Line for the jobber

The quality and good workmanship which predominates in all our shoes for **Women, Misses, Children and Infants** makes them a profitable and easy selling line for the jobber.

## Gagnon, Lachapelle & Hebert

*Shoe Manufacturers*

55 Kent Street - - - - - Montreal

**SHOE-STAMP-SPECIALIST**

**W.D. ARMSTRONG**

ENGRAVER OF FINE STEEL STAMPS & DIES  
230 CRAIG ST. W. MONTREAL. PHONE 675 QUE. MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN  
& ADD AN ARTISTIC FINISH TO YOUR SHOES  
WHICH WILL INCREASE YOUR SALES.

ORIGINAL DESIGNS SUBMITTED

THE Established 1863  
**KING BROTHERS CO., LIMITED**  
WHITBY, ONTARIO

Manufacturers of

**Chrome, Combination and  
Bark Tanned  
Side Upper Leathers**

Ooze, Flexible and Wax Splits for Home and  
Export Trade



# A Shoe Merchant

With a

# Champion Shoe Repair

## Department, said



Every customer for a new pair is a prospect for the repair department.

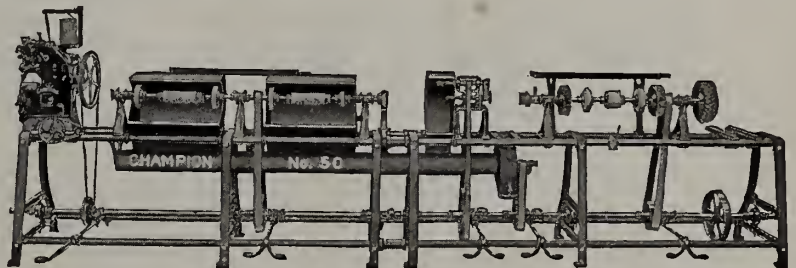
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion Machines are sold outright (no royalty) for cash or on monthly payments.**



Universal Model Curved Needle and Awl Shoe Stitcher — heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types in use—That means MERIT and QUALITY.**

The Champion Line consists of:

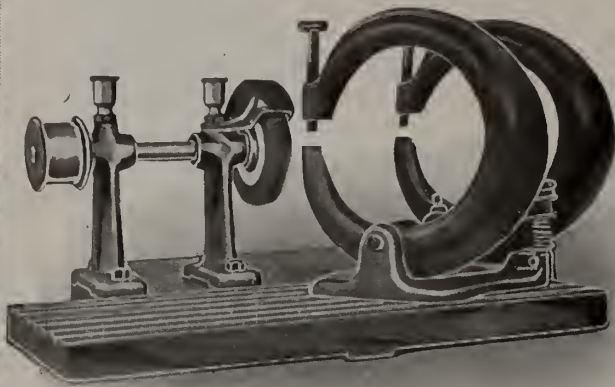
- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

**CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.**

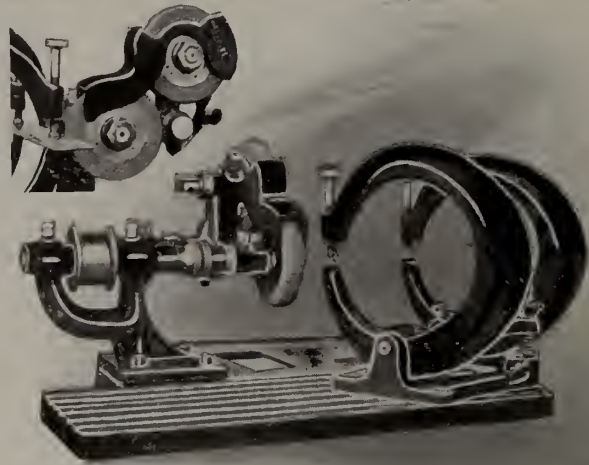
Please send me particulars about a shoe store repair department.

Name ..... Street .....

City ..... State .....



USMC Skate Sharpener, Model A



USMC Skate Sharpener, Model B

# EXTRA PROFITS

during the

# WINTER MONTHS

GOOD MONEY EARNERS IN THE DULL SEASON OF THE SHOE REPAIR BUSINESS

You cannot afford to be without one of these machines. NOW is the time to enter your order so as to get delivery and become familiar with the machine all ready for the first rush of the Skating Season.

THESE SKATE SHARPENERS CAN BE ATTACHED TO PRACTICALLY ALL MAKES OF OUTFITS

Write Us for Particulars

**United Shoe Machinery Company of Canada, Limited**

Bennet Avenue MONTREAL 227 Craig Street West

TORONTO

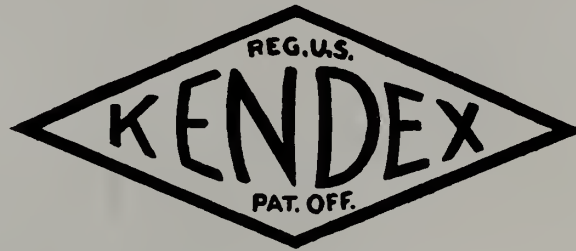
90 Adelaide Street West,

KITCHENER

179 King Street West,

QUEBEC

28 Demers Street,



# INSOLES

**Kendex** has the added qualities for an Insole which gives satisfaction and comfort to the wearer ; conforms to the foot ; is of uniform flexibility ; will not shrink, swell or check and prevents calloused feet ; is **fast color** ; made in all weights, worked dry and sold in sheets or rolls.

**Kendex** is made in Oak, White and Black colors. Makes an excellent middle sole ; trims to a clean edge, and is a **non-conductor**.

**Felt** of every description for shoe manufacturers.

**Heel Pads** cut from several qualities of white felt, also all colors of Combined Imitation Leather and Felt. Our facilities mean service to you at a **minimum** cost.

**KENWORTHY BROS. COMPANY**  
STOUGHTON, MASS.

Represented in the Province of Quebec by HORACE D'ARTOIS, 224 Lemoine St., Montreal

# CLARKE'S

## Patent Leather



A few acres of Clarke's Patent Leather drying, and showing over \$50,000.00 worth of leather in process.

The care given to the manufacture of Clarke's Patent Leather in every stage of its process and the resulting excellence in the finished product, hall mark it with quality of the first degree. An immense organization of skilled workers, of modern equipment and of every facility necessary to supply a world-wide demand place Clarke's first in the British Empire for quantity.

If it's patent, it should be Clarke's.

# A. R. Clarke & Co., Limited

*"Makers for the Nation"*



Montreal

TORONTO

Quebec



# Footwear

## In Canada

### Your Full Share of the Spring and Summer Business of 1920

is well assured with the new Regal models. In every respect they exhibit the work of skilled shoemakers, coupled with the finest materials.

The excellence of the new Regal creations, considered along with the favor Regal footwear has so long enjoyed with the public, gives the Regal retailer an important asset to his business that can be turned to profitable advantage in making and holding the best custom from his district.

We shall be pleased to co-operate with you in aiding you to obtain the maximum sales on the Regal lines. Please write us for our particulars of dealer helps and samples of our new lines for Spring and Summer, 1920.

## Regal Shoe Company, Limited

472-474 Bathurst Street - TORONTO, Ont.



# PANTHER SOLES

## Secure the Business



This brand is the most popular soling for Footwear. "Panther" is superior to leather because it lasts longer and gives more comfort.

Ask for, and insist upon Panther Sure Step Rubber Heels and Tested Composition Soles.

*Sold by all  
Up-to-date  
Dealers*



*Write for  
Particulars  
and Prices*

# Panther Rubber Company Ltd.

Sherbrooke - - Quebec



# The Naugahyde Bag

Three Sizes  
for Men

Three Sizes  
for Ladies



**IT IS ALL IN ONE PIECE.**

**IT IS ABSOLUTELY WATERPROOF.**

**EQUAL IN APPEARANCE TO THE  
BEST ENGLISH CLUB BAG.**

**A BIG SELLER WHEREVER SHOWN.**

**INVESTIGATE THE MERITS OF THIS  
NEW AND ATTRACTIVE BAG.**

The "Naugahyde" Bag is distributed to the trade through the  
**Dominion Rubber System Service Branches**

Located at

Halifax, St. John, Quebec, Montreal, Ottawa, Toronto, Hamilton, Kitchener,  
London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon,  
Calgary, Lethbridge, Edmonton, Vancouver, Victoria.

# 3 in 1

*Three lines—all endowed with our one principle  
of manufacture—quality*

## Paris Patricia

WOMEN'S McKAYS

MEN'S WELTS

WOMEN'S WELTS &amp; TURNS

## Metropolitan

MEN'S WELTS

WOMEN'S McKAYS

---

Because we insist on the highest grade leather—all tanned in our own plants—and employ only first class, skilled workmen and modern machinery, we are able to produce a line of footwear which conforms with our ideals. These lines allow the dealer generous profits and rapid turnover.

*Their saleability is enhanced by their attractive selling prices.*

---

### Daoust, Lalonde & Company, Limited

MONTREAL

Branch: Metropolitan Shoe Co., 91 Paul St. East,

MONTREAL



# PRESTIGE



# BENNETT

*TRADE MARK*

## DEPENDABLE COUNTERS

More BENNETT Counters used in Canada to-day than any other brand, leather or fibre.

***This success is the result of dependability.***

While still the most popular, only ten pairs of shoes have been returned to date with defective counters.

**BENNETT COUNTERS SATISFY!**  
***They must make good or we will!***

ONTARIO OFFICE  
28 King St. East  
Kitchener

BENNETT LIMITED  
MAKERS OF SHOE SUPPLIES  
CHAMBLY CANTON, P.Q., CANADA

SALES OFFICE  
59 St. Henry Street  
Montreal

*Made in Canada by the largest shoe fibre makers in the British Empire.*

H. O. McDOWELL

H. N. LINCOLN

# INTERNATIONAL SUPPLY CO.

IMPORTERS  
MANUFACTURERS



JOBBER  
SALES AGENTS

EASTERN BRANCH  
401 CORISTINE BUILDING  
MONTREAL

**SHOE MACHINERY, FINDINGS  
AND FACTORY SUPPLIES**  
THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

MAIN OFFICE AND FACTORY  
37 FOUNDRY ST. S.  
KITCHENER

## Representing

- American Lacing Hook Co.  
Waltham, Mass.  
Lacing Hooks and Hook  
Setting Machines
- Armour Sand Paper Works  
Chicago, Ill.  
Crystolon Paper and Cloth  
for Buffing and Scouring
- Boston Leather Stain Co.  
Boston, Mass.  
Inks, Stains, Waxes, etc.  
Cyclone Bleach
- The Ceroxylon Co.,  
Boston, Mass.  
Ceroxylon, the Perfect  
Liquid Wax
- Dean Chase Co.,  
Boston, Mass.  
Shoe Goods, Cotton  
Thread
- The Louis G. Freeman Co.,  
Cincinnati, O.  
Shoe Machinery
- Hazen, Brown Co.,  
Brockton, Mass.  
Waterproof Box Toe  
Gum, Rubber Cement
- Lynn Wood Heel Co.,  
Keene, N.H.  
Wood Heels and Die  
Blocks.
- Markem Machine Co.,  
Boston, Mass.  
Marking and Embossing  
Machines, Compounds,  
Inks, etc.
- M. H. Merriam & Co.,  
Boston, Mass.  
Binding, Staying, etc.
- Puritan Mfg. Co.,  
Boston, Mass.  
Wax Thread Sewing  
Machines  
Poole Process for Good-  
year Insoles
- The S. M. Supplies Co.,  
Factory Supplies,  
Needles, etc.
- H. S. & M. W. Snyder, Inc.,  
Boston, Mass.  
Kids, Cabrettas and Horse
- I. Spaulding & Sons Co.,  
N. Rochester, N.H.  
Guaranteed Fibre Coun-  
ters, Fibre Innersoling
- The Textile Mfg. Co.,  
Toronto, Ont.  
Shoe Laces
- United Stay Co.,  
Cambridge, Mass.  
Leather and Imitation  
Leather Facing, Welting,  
etc.



Every manufacturer of Shoes has had more or less trouble with Heels coming loose and Insoles curling. These troubles are particularly frequent with manufacturers of Women's Shoes.

Staytite will eliminate these troubles at very small cost and at the same time re-inforce the counter.

Staytite is made of Hard Fibre and fits inside the counter under the insole. It is so formed that it holds Heel, Counter and Insole securely in place and adds strength to the shank. Heeling nails cannot pull through or loosen.

Staytite built in your shoes means a new selling point, and effective talking point for your salesman.

Send paper pattern of your insole for sample pair. State whether you want McKay or Welt.

*Manufactured by*

# Staytite Manufacturing Co.

Rochester, N. Y.



The  
**John Ritchie**  
**Company**  
LIMITED

---

MAKERS OF

**MEN'S**  
**SHOES**

QUEBEC

# \$2,500 Prize Offer For the Best Answers to These Five Questions!



Your answers will make it possible for us to go still further in realizing our ideal—to give the Users of Kid Leather the Maximum of Satisfaction.




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*\*Only Retail Shoe Merchants and  
Their Employees are Eligible*

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*Question I.* What advantages do you see in Kid Leather for shoes and how can we make it still more desirable to the customer?

*Question II.* What sort of retail advertising service could we render that would be of most help to you?

*Question III.* Would it be helpful to you if you could show your customers the brand of nationally advertised Leather in the shoes you offer them? Why?

*Question IV.* How many and which colors should kid leather manufacturers standardize? Why?

*Question V.* Which magazines of general circulation, one or more, do you read regularly? Why?



\*Department stores selling shoes also eligible

# Observe the Following Conditions

**W**RITE your answers on one side only of a piece of plain paper. Brevity in replying will be a consideration in rating the answers. Answers must be received by 12.00 noon, Wednesday, December 10th, 1919. Fill out the coupon on this page and place in a small sealed envelope. Place this sealed envelope together with your unsigned answers in another envelope and mail to

**The Editor Boot and Shoe Recorder,  
207 South Street,  
Boston, Mass.**

In this way none of the judges will know whose answers they are passing upon and their decisions will be based entirely on the merits of the answers.

## AWARDS

<b>First Prize</b>	-	-	-	-	-	<b>\$1,000.00</b>
<b>Second Prize</b>	-	-	-	-	-	<b>500.00</b>
<b>Third Prize</b>	-	-	-	-	-	<b>200.00</b>
<b>Fourth Prize</b>	-	-	-	-	-	<b>50.00</b>

**To encourage competition there will also be given  
75 honorable mention prizes of \$10.00 each**

## JUDGES

**ARTHUR ANDERSON**  
Editor Boot and Shoe Recorder

**E. S. GILE**  
Mgr. Weekly Bulletin of Leather and Shoe News

**JAMES STONE**  
Editor Shoe Retailer

**HOLLIS B. SCATES**  
Pres. Mass. Retail Shoe Merchants' Assn.

**C. F. ALLES**  
Sales Mgr. Standard Kid Mfg. Co

Aside from the value of the prizes, the information resulting from this contest will enable us to be of much greater service to you. Send in your answers.

**STANDARD KID MANUFACTURING COMPANY**  
**207 SOUTH STREET, BOSTON**

.....

Name of Contestant .....

Firm Name .....

If Employee, position held .....

Address .....

Street .....

City .....

State .....



# Help Your Customers Solve Their Children's Shoe Problems

Only quality of manufacture and material can successfully combat the present high prices, and so place the retailer in a position to aid his customers in fitting out their children with dependable footwear on an economical basis.

Your customers want shoes that will resist the strain of everyday wear—give the longest possible service—retain their shape, and insure constant comfort.

## The ECLIPSE LINE

For growing girls, youths, misses, and children's turns, McKays and Stitchdown Welts, is the most capable line for meeting these present day requirements. Concentration on the production of children's footwear from the highest grade materials by skilled operators is the reason why the ECLIPSE line will realize for your customers the utmost value in service to their children and gain for your business their good-will and future patronage.

Comparison with other lines will show the ECLIPSE line to advantage from every point of view from which your customers would judge value in children's footwear.



*If, by any chance, our traveller hasn't called on you, drop us a line now for samples.*

**The Galt Shoe Manufacturing Co.**

Limited

GALT, ONTARIO

# Attractive Shoes for the Jobbers

*that will develop and  
hold your trade*

—a quality line of footwear combining style and serviceability to a degree that will give ultimate satisfaction to the wearer.

We offer these shoes to the jobbers at prices which allow generous profits both to jobber and retailer, and still make a strong selling appeal to the customer.

Compare any other line of equal style and quality to Aird shoes, and consider price. —You will then be convinced.


When in Montreal call at our sample rooms and we will show you a line of spring footwear which will meet with your approval.

If you cannot call, a postal will bring our samples to you.

## Aird & Son

(Registered)

MONTREAL



*What  
Is  
Correct  
for  
Spring  
Footwear?*

You will comply with demands of your customers and fall in line with the popular conception of what is right in style if you co-operate with the House of James Robinson in choosing your models for Spring 1920.

In the matter of service—our long experience and close connections enable us to correctly predict the season's fashions and anticipate the public requirements.

For years we have been giving hundreds of dealers the benefit of our advice in selecting their stocks.

*May we help you to satisfy your trade and accelerate your turnover?*

**JAMES ROBINSON CO., LTD.**

*Specialists in Fine Footwear*

**MONTREAL**



*All  
That  
We  
Say  
Of  
It*

### *The Bostonian Shoe*

A shoe that that strengthens goodwill and builds up trade on its merits—giving all round satisfaction both to you and your customers.

Every principle of high grade shoe making and only first class material are embodied in its manufacture.

The testimony of hundreds of Canadian dealers shows the popularity of the Bostonian shoe.

*Are you stocking it?*

## JAMES ROBINSON CO., LTD.

*Specialists in Fine Footwear*

### MONTREAL



Shoes That Delight  
The Careful Dresser

# OUR McKAYS

Have a distinctive appeal in their style and finish which at once pleases women who appreciate sensible footwear.

We are offering a range for Spring which embraces many new and attractive models combining

## Appearance and Durability

Made not only to look smart but also to give exceptional serviceability in comfort and wear.

*We offer the right shoes at  
the right prices.*

**Canadian Footwear Company, Limited**  
Montreal

Salesroom : 36 St. Genevieve Street,  
Factory : Pointe-aux-Trembles

**SPAULDING'S**  
Fibre Counters  
*Guaranteed*



Leading Manufacturers place their  
O.K. on **SPAULDING'S** because

**SPAULDING'S**  
Fibre Counters  
*Guaranteed*

by using them they get better looking,  
better fitting and better wearing footwear.

*We make our own Fibre*

# J. SPALDING & SONS CO.

Main Office and Factory

**NORTH ROCHESTER, N. H.**

PHILADELPHIA  
John G. Traver & Co.  
329 Arch St.

CINCINNATI  
The Taylor-Poole Co.  
410-412 E. 8th St.

SEVEN FACTORIES

Tonawanda, N. Y.  
No. Rochester, N. H.

Rochester, N. H.  
Milton, N. H.

Townsend Harbor, Mass.

Boston Office

**203-B ALBANY BUILDING**

ST. LOUIS  
The Taylor-Poole Co.  
1602 Locust St.

CHICAGO  
J. E. D. McMechan & Co.  
217 W. Lake St.

English Agents: J. Whitehead & Co., Ltd.,  
Leicester, England.

Canadian Agents

International Supply Co., Kitchener, Ontario and Quebec City. V. Champigny Montreal

**SPAULDING'S**  
OAK TAN  
FIBRE INNERSOLING



# Have You Heard?

Tillsonburg shoes are an unqualified success. The values embodied in this reliable Footwear have placed it in the front rank of solid leather working boots for men.

With the increasing demands for Tillsonburg

Shoes, we have found it imperative to increase production. Upon completion of our new plant about December the first, we will handle an output of 1800 pairs per day. Each and every pair will represent value unexcelled in any Canadian made staple line. Ask your jobber about this very important line and have him supply you.

## TILLSONBURG SHOE CO., LIMITED

MAKERS OF  
Men's — Boys' — Youths' — Lads'  
Medium and High Grade Staple Shoes

TILLSONBURG

ONTARIO

# TETRAULT

—The Standard  
Welt Shoe  
of Canada

*Your "Bread and Butter" Line*

*DON'T MISS IT*

**Tetrault Shoe Manufacturing Co., Limited**

Largest Makers of Boots and Shoes in Canada

Largest Exporters of Shoes in Canada

Office and Warehouse—  
9 Rue de Marseille,  
Paris, France.

Montreal

Toronto



# Uncertainties

*---in most things  
Certainty in one thing*

The man who asks for and gets a "Slater" Shoe has fewer uncertainties than men who ask for "Slater" Shoes but accept some others.

The dealer who is able to give his customer a "Slater" Shoe has the assured certainty he will be back for more.

Next year we hope to provide for a few more "Slater" Dealers.

**The Slater Shoe Co., Limited**  
MONTREAL - - CANADA

*Your Customer is looking for something above the ordinary in men's fine shoes. You can satisfy him with*

**MONARCH**

*and*

**BRANDON**

*High Class Welts for  
Well Dressed Men*

---

***NATIONALLY ADVERTISED***

---

Our salesman are now in their territories.  
Do not fail to consider "Monarch" and  
"Brandon" if you desire a very superior  
men's shoe for your Spring business.

**The Brandon Shoe Company**  
LIMITED

Brantford

- -

Ontario







**AVAILABLE JANUARY**  
**TRENT VALLEY**  
**OAK SOLE LEATHER**

After considerable unavoidable delay owing to contingencies beyond our control, we are very happy to be able to announce to the many friends of this popular tannage that our new plant at Hastings, Ontario, is now completed, and that they will be able to secure their favorite Sole Leather again in the same quality and greatly increased quantity at the beginning of the new year.

Former results obtained with TRENT VALLEY OAK for Turns and Fine Welts are remembered well by all cutters; therefore we anticipate the demand will exceed the supply. Order early.


Tanneries: **KITCHENER, PENETANG, HASTINGS, WOODSTOCK, Ontario.**

**The Breithaupt Leather Company, Limited**

*Manufacturers of  
 "The Standard of Canadian Sole Leather"*

**Kitchener Toronto Montreal Quebec**



*This Big Double Page* 

**\$10,000.00**

*Saturday Evening Post*

*Ad. will appear Nov. 15<sup>th</sup> to Boost*

***Dr. Scholl's National***

***DEMONSTRATION WEEK***

*November 17<sup>th</sup> to 22<sup>nd</sup> 1919*

This biggest and most expensive of all ads which have ever appeared for this or a similar line is simply the culmination of the special national and metropolitan newspaper campaign to "put over" this Week. That it is going over—and going over with a dash—is now secured beyond any doubt. Thousands of dealers have already arranged for demonstrations in their stores during Demonstration Week, and applications are coming in from others in a perfect flood. Are YOU in on this, Mr. Reader?

If you haven't already arranged for a Practipedist, better enroll yourself or a bright employee right away for the Home Study Course in Practipedics, given by the American School of Practipedics, and which we have arranged to offer to you free of cost. It is late to start, but hard work will complete the Course in time. Even if not completed, it will be better than no training. Waste not a moment. Act NOW!

**THE SCHOLL MFG. CO.**

*Largest Makers of Foot Comfort Specialties in the World*

112 Adelaide St. E., TORONTO

New York

—

Chicago

—

London

THE SATURDAY EVENING POST

November 16, 1919



For tired, aching feet

Dr. Scholl's Foot-Eazer eases the feet, body and nerves. A simple, scientific appliance worn inside the shoe that distributes and equalizes the weight of the body. It gives a springy support to the arch; relieves tired, aching feet, cramped toes, and weak arches and prevents "flat foot."

There is a Dr. Scholl appliance or remedy for every form of foot trouble.

Sold by Shoe and Department Stores everywhere

Copyright 1919, The Scholl Mfg. Co.

Dr. Scholl's Demonstration

THE SATURDAY EVENING POST

Find out this week how to have comfortable feet

Whatever your trouble it can be relieved

If you are one of the millions of persons who are suffering from foot troubles, you'll be interested in the week of November 17-22!

For months twelve thousand shoe dealers and department stores throughout the United States and Canada have been making special preparations for this week! For months, Dr. Win. M. Scholl, the internationally known authority on foot troubles, has been co-operating with these dealers in preparing for this one week! Together, they have been working to make it mark the beginning of a new standard of foot comfort service—a service for all who suffer from foot troubles, with the character of a specialist's help, yet available to the millions;—a service that should seek first to relieve, then to correct the cause of the wrong condition;—indeed, a new standard of foot comfort service.

To this ideal the experience of a specialist's life-time has been given, to it the community interest of twelve thousand merchants has been added.

Today a nation wide organization is ready!

If you have any foot trouble, go to the nearest shoe dealer in your town that carries Dr. Scholl's Foot Comfort Appliances and Remedies. There you will find a graduate Practicedist—a foot expert trained in Dr. Scholl's methods—who understands your foot troubles. He will demonstrate to you the scientific way of giving them relief and correction. As always, this demonstration is free.

Find out, this week, while shoe dealers and department stores everywhere are making a special effort to serve you, how you can have comfortable feet!

The Scholl Mfg. Co., 213 W. Schiller St., Chicago; 339 Broadway, New York City, and 112 Adelaide St., E., Toronto, Canada

Week Nov. 17th to 22nd

Tie Up To This Campaign And Cash In On It

It spells OPPORTUNITY in great big letters. A proper tie-up to this unprecedented Saturday Evening Post ad, through local advertising of YOUR Demonstration during Dr. Scholl's Demonstration Week, will make this big ad YOUR ad, insofar as the people of your locality are concerned.

It is late to get started—but it is not TOO late if you hurry. By getting the below coupon into the mail at once you can get all needful supplies in time to get in this. Don't be left out. Send it NOW!

FREE Advertising Material Coupon and Event Entry Blank

Complete Newspaper Ad Plates

Window Display Material

Stereopticon Slides with Name

Book of Instruction

Imprinted Circulars

Please RUSH to me the material I have checked at the left hereof.

Name . . . . .

St. and No. . . . .

Town . . . . . State . . . . .

# In Stock

*Quick Deliveries  
on just the Styles  
you are looking for*



No. 702-F  
BLACK VICI KID  
Leather Louis Heel  
Imitation Tip  
WELT  
AA to D, 2½ to 7  
Price \$8.50

No. 707-F  
as above in  
BEAVER BROWN KID  
Price \$9.00



No. 618-F  
FINE BLACK SATIN  
Full Louis Covered Heel  
Silk Eyelets, Silk Laces  
TURNS  
AA to D, 2½ to 8  
Price \$5.00



No. 1818-F  
BLACK VICI KID LACE  
Full Louis Covered Heel  
TURN  
AA to D, 2½ to 7  
Price \$7.75

No. 1810-F  
as above in  
LIGHT GUN CALF  
Price \$7.50



No. 1819-F  
PATENT COLT, DULL MAT TOP  
Full Louis Covered Heel  
TURN  
AA to D, 2½ to 7  
Price \$7.00

No. 1920-F  
AS ABOVE IN WELT  
Price \$6.50

*The*  
**Westcott  
Whitmore  
Company**  
SYRACUSE, N.Y.

*Specialists in  
SMART SHOES  
FOR WOMEN*



No. 1785-F  
BLACK VICI KID  
14/5 Military Leather Heel  
Imitation Tip  
WELT  
AA to D, 2½ to 7  
Price \$7.50

*We suggest you place your name on our mailing list*



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SCOURED OAK  
SOLE LEATHER

---

For Economy  
In Cutting

*Sides, Crops, Backs, Bends  
Bellies, Shoulders, Heads*

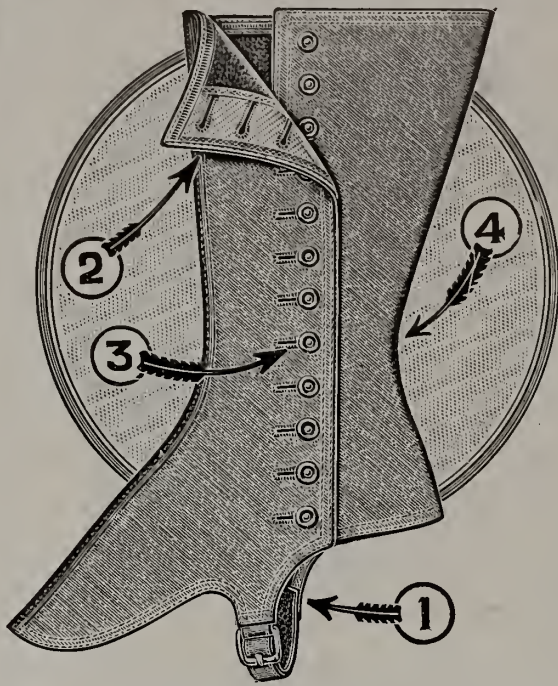
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THE LANG TANNING COMPANY, LTD.

KITCHENER, ONTARIO

CANADA

---



No. 1 point in the above cut shows the underslung buckle in Nos. 1050 and 612; No. 2, heavy binding; No. 3, fine buttons; No. 4, the neat, snug fitting design.

# SPATS! SPATS!!

**IMMEDIATE DELIVERY**  
**HIGH GRADE AMERICAN FINE FITTING**  
**EXTRA SPECIALS**

		Per Doz. Pairs
No. 35	Mens Best Fitting . . . . .	<b>\$30</b>
	30 oz. Kersey	
No. 1200	14 Button Shuform (Unseen Buckle).	<b>\$43</b>
	30 oz. Kersey	
No. 1050X	12 Button same as Cut No. 1050 . . . .	<b>\$43</b>
	30 oz. Kersey	
No. 612	12 Button 14 oz. wool felt . . . . .	<b>\$25</b>
No. 1050	12 Button Broadcloth . . . . .	<b>\$38</b>

**COLORS**

No. 1200, No. 35 Men's, No. 1050X; Kersey colors are fawn, taupe, castor, brown, pearl and beaver.  
 No. 1050 broadcloth colors are taupe, fawn and castor only.  
 No. 612, 14 oz. wool felt colors are taupe, castor, fawn, black, brown and pearl.

**CANADIAN SHOE FINDINGS NOVELTY CO.**  
 2 Trinity Square, TORONTO Phone Adel. 4194

# “EUREKA”

**To the Jobbing Trade only**



No. 924 Black Kid  
 No. 925 Brown Kid

Our new 9" Black and Brown Kid bals. They are well constructed and are money makers.

Write our Sales department  
**Am-Bri-Can Distributors**  
 64-68 Adelaide St. E., Toronto  
 for up to the minute prices on our lines

**EUREKA SHOE CO., LIMITED**  
 THREE RIVERS, QUE.

# Black Kid Still on the Jump

HOWEVER

We have managed to procure a very fine lot of Black Kid at a slight advance over our last purchase price.

This puts us in a position to offer a few thousand more pairs of shoes to the trade at the small increase of

*20c. per pair on Oxfords and  
Pumps*

*30c. per pair on High Cuts*

This applies to Black Kid only. We still have Brown Kid on hand at old prices.

Yours truly,

## CLARK BROS. LIMITED

ST. STEPHEN, N. B.

Manufacturers of Ladies' McKay shoes



# Link Up Your Store

with

## Dominion Rubber System RUBBERS

The big advertisements, featuring these reliable Dominion Rubber System Products, are appearing in the leading newspapers and magazines from coast to coast.

The big new Posters are on the bill-boards.

Whether you carry "Jacques Cartier"—"Merchants"—"Maple Leaf"—"Dominion"—"Granby"—or "Daisy" brand of Rubbers, you can get the benefit of all this publicity.

Link up your store with Dominion Rubber System advertising. Feature Dominion Rubber System Rubbers in your window displays. Put the attractive show cards about the store. Suggest to every customer who buys new shoes that they be fitted with the right Rubbers for that particular style and shape of footwear.

You can get satisfactory service through

### Dominion Rubber System Service Branches

Located at

Halifax, St. John, Quebec, Montreal, Ottawa, Belleville, Toronto, Hamilton,  
Brantford, London, Kitchener, North Bay, Fort William, Winnipeg,  
Brandon, Regina, Saskatoon, Edmonton, Calgary,  
Lethbridge, Vancouver and Victoria.



# Footwear in Canada

A Journal of its Findings, Making and Sale.

Published Monthly for the Good of  
the Trade by

**HUGH C. MACLEAN, LIMITED**

HUGH C. MacLEAN, Winnipeg, President.  
THOMAS S. YOUNG, General Manager.

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### Only Proper Basis of Organization

The Executive of the National Shoe Retailers' Association of Canada are completing arrangements for a meeting in Montreal in the near future at which various matters will be discussed, including the resolutions passed at the organization convention in July. It is planned to have a representation from the leading shoe and rubber manufacturing companies at this meeting, all of whom have signified their intention of co-operating with the Association in every possible way.

Not the least important of the questions to be discussed is that of an active membership campaign with a view to so strengthening the financial standing of the Association that it will be able to afford a permanent, paid secretary who will devote his whole time and energies to furthering Association matters. This is the only basis on which the national association can be the success anticipated of it. Mr. Cook is all that could be desired as a secretary, but, like other shoe retailers, he has his own business to attend to.

The expressed opinion of members of the Executive during the past few days indicates that the plan we have advocated in Footwear from the very beginning is being taken seriously to heart and that every effort will be made to re-organize on a more

substantial basis. The industry needs an organizer—a man of ability, a good tactful speaker, and one, too, who is willing to spend much of his time on “the road.” Such a man, if he can be found, is worth a lot of money, but it would be the best investment the Association could make.

\* \* \*

### The Outlook

It is the general opinion among the trade that the peak in prices has not yet been reached. One of the leading Toronto retailers, who has just returned from a visit to many of the large cities in the United States, says that the situation is very acute. Many retailers are placing orders for spring delivery without mention of price; orders for present delivery are at greatly advanced figures and no relief is looked for. This retailer cited several experiences during the past few weeks which indicate that the situation in Canada is on a par with that on the other side. During one week he sized up a line of brown kid shoes on three different occasions and each time was charged fifty cents a pair more—\$1.50 advance in six days. A line of men's shoes purchased in March last at \$5.50, and which he is selling at \$7.00, is now listed by the manufacturer at \$8. A man's brown kid bal costing \$7.50 a few months ago is now \$11.50.

Many Canadian manufacturers state that they are completely sold up as far as their leather requirements are covered, and the almost unanimous feeling is that higher prices are inevitable.

\* \* \*

### Talk “Mark-up” — not “Gross Profit”

What profit does the shoeman make in his business? If you were to ask the man on the street he would likely reply: “Why according to the figures given out at the recent government enquiry you're making anywhere from forty to sixty per cent. profit.” If anybody were to ask you, yourself, what you were doing with all this ill-gotten wealth you would, of course, explain that from this “profit” you had to deduct a few little incidentals such as rent, taxes, insurance, clerk hire, light bills, upkeep, and so on, and that in the end you were fortunate in clearing six, seven or eight per cent. on your investment.

The whole trouble we are facing in connection with the “profiteering” phase of merchandising to-day is that we have been too free with the term “profit.” We have failed to make it clear to the public and to the government investigating bodies that there is a wide difference between “mark-up and “net-profit.” The term “gross-profit” expresses little more to the public than that the merchant is salting away that much in his jeans every day and that he is in consequence a profiteer of the lowest order. Newspapers all over the Dominion have aggravated the situation by printing reports of investigations in which “gross profit” has been made the dominating feature. The public.

### **TURNOVER—Some Facts of Interest**

Did you ever think of the shoes as representing so many dollar bills lying on your shelves. Picture this thought in your mind. As long as they repose on your shelves they do not work for you. In fact, converted into shoes, they cost you money and depreciate in value the longer they stay there. It would be better to have your dollar bills tucked away in your store safe; you would receive no interest, but they would not cost you money.

**KEEP YOUR STOCK MOVING!  
CLEAN OUT SLOW SELLERS!  
CONCENTRATE ON QUICK SELLERS!**

Stock **TURNOVER** is the secret of success in conducting a store.

**FREQUENT STOCK TURNOVER**  
means:

1. More **PROFIT** without increase in capital.
2. More liquid **CAPITAL** to take advantage of special buying opportunities.
3. **LESS STOCK** on which to pay insurance.
4. **LESS DEPRECIATION** as the result of changing styles.
5. You can **SELL MORE** goods at a closer margin of profit and **STILL MAKE MORE MONEY**. Thirty per cent. five times is more than 40 per cent three times.

reading these reports, cannot discriminate between mark-up and net earnings, and if we could more entirely eliminate that expression "gross profits" from our vocabulary we would be leaving a much smaller opening for the spread of misleading statements. Even newspaper men have at times only a vague idea of the meaning of gross profits. For instance, the editor of a daily paper down in the Maritime Provinces undertook to write an editorial to the effect that a Toronto retailer who gave evidence at the recent enquiry, (and who had been a successful retailer for thirty-five years), did not know what he was talking about. As a matter of fact, the shoe was on the other foot, and there are many similar evidences of lack of business knowledge in connection with matters of all kinds.

The only basis on which to prove a charge of profiteering against any concern is the profit and loss statement. Mark-up counts for little. Why then continue to call it "gross profit?" Let's get out of the rut—now. Talk net earnings all you like, but if anybody asks you your "gross profit"—why you simply haven't got any, that's all. You have a percentage of mark-up based on legitimate expenses but no other profit than your net earnings. Then you are telling the truth about your business.

### **French Styles Not Wanted**

A movement on the part of some manufacturers in the United States to create a style demand for the French square toe last seems to have been nipped in the bud by the prompt action of the Styles Committee of the National Shoe Retailers' Association. Their official statement is published elsewhere in this issue.

The attitude taken by the Association is commendable in view of the fact that any radical style change of this nature would add disastrous complications to the difficulties already being experienced in all branches of the industry. Not only are there millions of dollars worth of established styles on the shelves, but many millions more in the making and on order, and it requires no great stretch of the imagination to picture the result of a universal consumer demand for French styles. Aside from this, however, and also apart from the difficulty of securing lasts, it is pointed out that the short, 2½ inch vamp of the French shoe is entirely unsuited to the feet of the women on this continent and would in a short time provoke a general spread of bunions, ingrowing nails and various other foot ailments.

\* \* \*

### **Discourtesy to Children**

Neglect in the matter of serving child customers has often been the cause of parents transferring patronage to other stores. An instance of this came to our attention a few days ago. The mother was in a hurry for some little article and, not being able to go herself, sent her little 6 year old girl to make the purchase, asking her to hurry. As the child did not return in a reasonable length of time the mother grew concerned and went over to the store herself. Her little girl was there still waiting to be served. Other customers had come in and been attended to but the storekeeper let her wait and she was too timid to assert herself. The mother decided that any man who would treat a child so was not the person she cared to deal with and the retailer thus lost a very valuable account.

The child customer, especially when it is alone, may often be a trial; the purchase may be of little importance and take considerable time but it must not be overlooked that all children are great little talkers and your method of treating them will lose nothing in the telling to their parents. Remember, it is the parents themselves you are pleasing when you please the children.

**A Christmas present for you! \$35 for the best dressed Christmas window—\$35 in additional prizes. Read the conditions elsewhere in this issue.**

# Common Troubles to Which the Feet Are Heir

Symptoms and Treatment of Weak Feet, Weak Flexible Feet, Acute Weakened Feet, and Flat Feet—Physical Examinations During the War Demonstrated the Prevalence of Many Foot Ailments—Retailers Should Have Knowledge of Foot Comfort Appliances

OF the first one million men who took physical examinations for the army of the United States in the World War, 177,450 were found to be flat footed—an astounding discovery to the medical profession, who had considered that U. S. boys generally were among the most perfect specimens to be found.

Forcible attention was called to the need of preventative measures and correction of existing evils. Many of those whose ailments were in the incipient stage were sent to specialized camps where prescribed exercises and army shoes soon made them into soldiers. Those in the intermediate stages were placed in noncombatant divisions and given sedentary occupations, but many were entirely eliminated from military service by the condition of their feet.

It is well, therefore, to discuss the most common troubles to which the feet are heir. First—and most often found—weak foot.

## Symptoms of Weak Foot.

This consists of a slight change in structure when the weight is placed on the foot and is due to an abnormal laxity of the ligaments, which permits the weight when thrust upon the foot to depress the longitudinal arch and cause a slight abduction of the foot. The feet controlled by the muscles and connecting tendons meantime are apparently normal, but they are not afforded protection against strain which the ligaments should provide. Symptoms of weak foot are pain and sensitiveness through the heel and ankle and the Internal Malleolus (ankle bone). There is a burning sensation on the sole and the patient complains of the toes feeling cramped, or swelling through the ankle, aches in the calves, general fatigue and bodily weariness after standing or walking.

The foot has a tendency to abduction and a slight pronation is present. There may be an extreme tendency toward weak ankles. This acute condition is especially pronounced among growing children, between the ages of eight and fourteen, and is very infrequently discovered before the later stages of flat foot develop.

Those who make radical and frequent changes in the height of heels are both susceptible due to ligament strain.

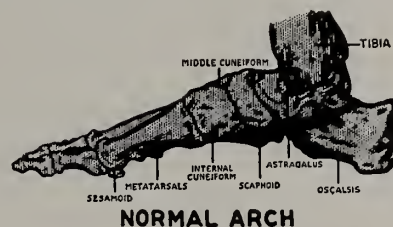
## Treatment.

The treatment of this condition is principally mechanical. In early and incipient stages pads of felt or leather may give relief, but are objectionable as they depend upon the shank of the shoe for their base of support. It is very rare indeed that such a shank provides strength enough to support the padding intended to hold up the weakened arch. A light resilient mechanical support easily adjusted to accommodate the weakened foot and restore and permanently hold the structures until the ligaments have assumed their natural tone and strength is best. Properly fitted, these give immediate relief and a

cure is effected within three to five months' time. Low-cut shoes should be advised against if the ankles appear weak, although if they are worn arch supports must be used at all times. Massage and tip-toe exercises are recommended as an auxiliary treatment.

## Weak Flexible Foot.

In weak flexible foot, the symptoms of pain and distress are practically the same as in ordinary weak or flat foot, but the change in contour of the arch is only apparent when weight is placed on the foot. In relaxed condition the shape of the foot is normal,



with a high longitudinal arch. Such condition is usually found among persons accustomed to wearing moderately high heels. The position of the tarsus is somewhat contracted to accommodate the height of the heel, which gives the longitudinal arch a higher curvature.

By grasping the Os Calcis with the left hand and producing pressure upon the Anterior Plantar surface the foot elongates and appears flattened. There is frequently cramping of the calf muscles, and a sensation of discomfort about the toes as though the shoes had insufficient length. Their symptoms are the same as in ordinary weak foot. To restore and maintain the natural balance of the body's weight in weak flexible foot an arch support should be fitted to the patient's feet, making the adjustment high enough to fit the entire longitudinal border, but creating only enough pressure to maintain the natural position of

the bone structures. Thus, ligamental strain is removed, muscular activity is increased and normal action is replaced. The style of shoe worn by the patient as regards heel height should not be changed, although care should be taken in advising a shoe of sufficient length and width with a snug fit of the heel and waist.

**Acute Weakened Feet.**

Acute weakened feet are characterized by pain and sensitiveness through the dorsum, same occurring through the heel and ankle and at the External Malleolus. In such cases strips of zinc oxide adhesive plaster, and a small felt pad firmly strapped up in the highest point of the arch to serve as a temporary support should be used as a preliminary treatment. After a short time a lightweight arch support can be applied. In all cases care must be taken to advise the patient not to change the type of heel previously worn.

Frequently any neglected conditions develop into flat foot, which is scientifically called Valgus, Pes Valgus, Pes Planus, Talipes Valgus. This condition is commonly found among all ages and classes of both sexes. As indicated by the term flat foot, there is a flattening of the arch or sole of the foot with all the pain and discomfort due to prominent arches. The natural arch of the Plantar surface is interfered with and in many instances lost, with the foot usually everted and abducted at the Medio-Tarsal and Sub-Astragaloid joint.

**Flat Feet.**

The causes of acquired flat foot are principally mechanical. Strain and pressure results in weakness of the ligaments so that they are unable to hold the bones together, a slight separation at the articulations takes place which allows the bones to interfere with muscular action. Persons who stand in an attitude of rest with their feet slightly abducted (turned out) are liable to flat foot as well as those who are accustomed to carrying weight, such as brick-layers, mail carriers, icemen and errand boys. Shoes are also responsible in many cases. The pointed toe, the shoe fitted too short and narrow and constant change of style all have a tendency to weaken the ligaments. We also find the condition common among children who grow too rapidly between the ages of nine and fourteen. The tissues are expanding their energy in progression and do not meet the extraordinary exercise thrown upon them. At this age flat foot is frequently associated with knock knee and bow legs. In obese persons where excessive weight is borne on the feet, the ligaments and muscles are generally in a weakened flabby condition and flat foot readily develops.

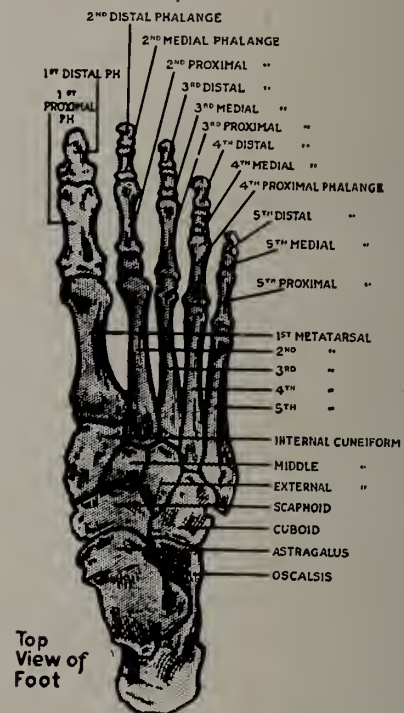
Those convalescent from acute and serious illness often find the structure in the foot unequal to the pressure of the weight imposed upon them and the arch falls.

Among locomotor ataxia patients flat foot is very common because of the impairment of the muscles and ligaments and the method of walking, which is usually a short rap tending to throw the posterior part of the Os Calcis upward and the anterior and downward. This induces a gradual sinking and inward and downward rotation of the Astragalus.

**Symptoms of Flat Foot.**

Symptoms of flat foot are, in the incipient stage, displacement of the arch which is naturally restored

when the patient is seated. Later we find the bone of the arch slightly displaced and is in natural restoration when the patient is seated. In this stage the normal motion of the foot is considerably diminished. There is swelling and a slight deformity. In the third degree, the deformity is accompanied by rigidity. There is more bone displacement outward. The patient is unable to rise on tip toes and shuffles in walking. A prominence at the head of the Astragalus, Scaphoid and Internal Cuneiform will be noticed due to partial dislocation. When standing in bare feet there is a decided abduction and pronation, usually with swelling about the ankle and dorsum of the foot. The arch is lowered and considerable pressure brought to bear on the inner border. The external malleolus is depressed and points forward. The internal malleolus becomes more prominent. Shoes are uncomfortable; there is pain like a stone bruise in the heel and a dull ache in the legs, pain in the knee and



extending to the thigh, hips and back. The great toe is injured, corns, cramped toes and callouses appear, the feet are cold and numb due to impaired circulation, or in some instances they perspire excessively.

**A Remarkable Case.**

Among the most interesting cases recently was that of a young lady who called at the shoe store of Mr. W. A. Smith, Hamilton, Ont. The young lady referred to had been a cripple from birth and submitted to several operations without avail. During a previous visit to the store, she was fitted to a pair of Anterior Metatarsal Arch Supports which gave her so much comfort and relief that she was able to walk without limping and her general health improved. Upon having the original arch supports adjusted, she handed Mr. Smith X-ray pictures showing the acute condition of the foot, structure of the bones in her foot before wearing any foot comfort appliance.

Similar cases are constantly being brought to attention, which demonstrates the actual and immediate necessity of more practical knowledge along the lines of foot hygiene.

# A Rubber Rush As the Parcel Boy Sees It

By Himself



Himself

**T**HE lady clerk was talking to the bookkeeper to-day. Gee! You'd ought to've heard her. She had on her silkiest voice and was spouting poetry! It must have been about the weather for there was something in it about the frost being on the punkin and that kind of rot.

I suppose it makes good enough reading this stuff about frost and the winter coming on and all that but us fellows with experience in the shoe business don't pay extry much heed to it. We got our eye on the rubber rush that's coming some day soon. Mind you, I ain't saying we don't appreciate poems on punkins—especially if the punkin, (let's see if I can't say it like that college fellow that helps Saturday), "especially if the punkins are meta-metamor-metamorphosed into pies." Pretty good that one. Took me most of the afternoon to learn it though.

First of all before we get talking of the rubber rush I'll tell you who I am. I'm Bob, the handy boy around this here Footwear Emporium. And believe me, I don't know how they got along before I came here.

Say, when I came on last year I didn't know there was such a thing as a rubber rush. Naturally I started to work about three weeks too soon for I had just begun to get used to things when one of the clerks said, "Here, Bob, help me carry up these rubbers."

## What For?—Just Like That

"What for?" says I. I'd never had to do that before.

"For the love o'Mike," he yells: "What for? Say boy don't you know what we want rubbers upstairs for. Honest now, did you ever see a rubber?"

"Golly" I thought "I'll have a time of it if the other seven are all like him."

They kept me hopping the next few days, opening cases, carrying the rubbers up and taking away summer goods.

By'n bye the boss came along, all smiles, looks them over and says "Well, boys, we are ready for the rubber rush I see." "We" thinks I, "Yes, so we are, but I did most of the work."

Friday night, just as I was leaving with a couple o' parcels to deliver, the bookkeeper whispers "Bob." I hops over fast enough. The bookkeeper is a peach, take it from me. "Say, Bob," she says, "it looks like snow. If I were you I'd get down early tomorrow."

Now why under creation should a snow storm make me get down any earlier? thinks I, but I only says, "All right miss," and thinks what a swell smiler she is.

I told Ma about it when I got home and she called me a bit earlier. Wow, how I hated to get up. The snow was coming down in big soft flakes, and the sidewalks were already half slush where the snow had been walked on. It didn't look encouraging for me and me bike but we managed to get to work all right—and just on time.

Well, I was fair staggered when I got there and

found the boss there already, rushing here and there and looking as if everything was depending on how fast he trotted from the office to the front door.

The phoqe was tingling every other minute, and there were several customers in before I or the other fellows had a chance to clean up. Even the lady clerk was in a hurry. She was filling phone orders. "Here, Bob," she calls as soon as she saw me. She had forgotten to put on her silky voice with that poety stuff, "You rush these parcels over to these people right away. Hurry up, they can't be kept waiting."

## The "Dude" gets Mussed up

When I got back from the first trip you ought to have seen the store. All the seats were filled and lots of people were fidgeting about waiting to be served. Every one of those clerks was working for dear life. They were pulling and pounding rubbers on to wet shoes. They looked the cross bunch. Even our "Dude" had his hair all ruffled and you'd have laughed to see him first wipe off his muddy hands on his handkerchief and then mop his face with it. He was some looker when he was done, believe me.

And you oughta heard the salesgirl grumble. She had broken her finger nail or something, trying to pull on a rubber, and she couldn't get time to fix it right and she was afraid her hands would "be ruined" with fitting rubbers.

Gee it did me good to see that bunch work. I didn't mind doing my bit half so much.

On my way up to the office I heard a little English woman with a couple of kids ask for "Goloshes." Of course we don't sell them—but I wonder what they are anyway.

Gee! that was some day. If I wasn't out with a load of parcels one of the clerks would see me and yell "Hey there Bob, get me size thirteen-misses-sled-ding." Then just because it took me half a minute to figure out what the lingo meant they'd let out another yell at me. It takes some head, believe me, to remember all them fancy names like Imperial, Empire, Ideal, Redman and all that kind of bunk. It's enough to send a fellow dippy.

Anyway, when I'd be looking around for some name or other the boss would come tearing along and give me a pile of boxes and shoot me upstairs again with them.

## An Extra "Bean" for Bobby

At last closing time came. You'd have thought we were the only store in town the way the folks had kept crowding in all day. Anyway closing time did come and say weren't we glad.

I dragged myself up to the office to get my pay. The boss and the bookkeeper were there and they looked pretty near all in.

When the boss saw me he looked kind of pleased,

Plan now to enter our Christmas window competition. Open to any shoe retailer or shoe salesman in Canada.

"Well, Bob," he says, "you've had a stiff day's work, but you've helped us put across the best rubber day we ever had. Here's something for you" and he slipped me an extra buck. He's some boss alright. I bet he knows who does most of the work around this joint or he'd never handed over that dollar so pleased like.

Well—that's what the rubber rush was like last year and I guess we can stand it again this year—especially the extra dollar.

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## National Association Executive to Meet in Montreal

Will Discuss Resolutions Passed at Toronto Convention and Also Active Membership Campaign

THE executive committee of the National Shoe Retailers' Association of Canada will hold a meeting in Montreal in the near future at which it is planned to have a representative attendance of shoe and rubber manufacturers. The object of this meeting will be to discuss the various resolutions passed at the organization convention in Toronto in July last. The rubber manufacturers will be asked to add another month to the dating of placing orders on rubbers and tennis goods. It is felt that present dates are inconvenient in that the retailer usually has the bulk of his stock paid for before it starts to move out. At the present time, for example, there has been very little call for rubber goods but the date of payment is November 10. An extra thirty days would thus improve matters for the retailers very considerably.

It was also resolved at the convention in July to impress on shoe manufacturers the importance of making shipments of complete lines; particularly on orders calling for more than one width and that back orders when shipped late be sent prepaid.

Another resolution seeks to impress on manufacturers the importance of taking care of domestic requirements before looking to export business and, further, the importance of shipments for placing orders being completed on time so that retail turn-over be not interrupted. It is felt that this is an important factor in preventing retail losses and one which also reflects upon the manufacturer.

The standardization of cartons will also be taken up. The resolution passed in July, in addition to recommending that the size of cartons be standardized, also asks that all charges for cartons and cases used in shipping be included in the cost price of the goods.

Mr. Warren T. Fegan, president of the Association, states that the shoe and rubber manufacturers have signified their intention of co-operating in every possible way. A meeting had been arranged some weeks ago but owing to suddenly arising complications in the hide and leather markets the event was postponed. However, it is anticipated that there will be a very complete gathering in Montreal in the near future and arrangements are being made to this end.

One of the most important topics for discussion at this meeting will be concerned with ways and means of conducting an active membership campaign. All that is needed now is to so increase the membership of the new association that it will be placed on

a sufficiently sound financial basis to warrant the engaging of a permanent, paid secretary who will devote his whole time and energies to furthering association matters. This will also be taken up at the coming meeting as it is generally felt that it is only upon such a basis the association can hope to accomplish the utmost good.

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## The Montreal Situation

MONTREAL shoe manufacturers state that the demand is as strong as ever. All factories are very busy and some are unable to take further orders. Many retailers and jobbers are so anxious to cover their requirements that price is often a secondary consideration. It is the general opinion that the great increase in demand for shoes—especially men's—is due principally to the return of overseas soldiers and the shortage in production during the previous two years.

Reports from Quebec City indicate that the shoe firms there are booked up for many months. Extensions are being made to the factories of Duchaine & Perkins and the J. Ritchie Company.

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## Steps Taken by Trade in United States to Keep Down Tendency of the French Last

HERE and there among the spring styles during the past two or three months there has been noted a tendency on the part of United States makers to introduce the French round toe last with short vamp. This was mentioned and illustrated in the Spring Styles number of Footwear last month. The Styles Committee of the National Shoe Retailers' Association met on October 22, and went on record as being unanimously opposed to the Parisian style and recommend that every retailer do his utmost to keep such a tendency down. The following is extracted from their official statement:

We do not recommend or advise the wearing of the extremely short vamped and blunted widened toe models now being exploited by a few opportunists who are again taking up the old and abandoned stage lasts with extreme short vamps of many years ago, endeavoring to bring them out as French models. These styles never were and are not now considered artistic, and would simply be reproductions of abandoned types of footwear.

They are also detrimental and injurious to the feet because the toes are forced into the ends of the shoes, and are pressed there so tightly, by the weight of the wearer against the end of the toe, that the ball joint of the foot is thrown out of line, and the development of corns and bunions and ingrowing nails results. In addition to this, abnormal development of the tarsal joint will be brought about.

The demand for this type of shoe is being created because it is being worn by French girls who have come to this country within the past few months. It has also been photographed and worn at exhibitions by manikins making exhibition displays for French dressmakers.

It is presumed that ordinary French girls are wearing these shoes on account of the high prices of other styles in France, and were compelled to allow their feet to be photographed with this very ordinary style of footwear, which has never been adopted by the real Parisian society women, who conform usually to high-class American shoe styles and toe shapes, and are now wearing them.

At the present cost of production—shortage of labor, shortage of materials, and slow delivery of lasts, etc.—to bring back into fashion this antique style of footwear

## Clever Shoes

that fit all feet and styles that please all tastes

## Cushion Soled Shoes

are a "God-send" to tender sensitive feet

Put your feet in our hands We'll fit them with **Style and Comfort**

Fashion says: **Long Narrow Vamps** will be stylish *Here they are*

## Real Shoes

that will make your "walk thru life" much easier

## Graceful Footwear

for Dancing and Party Wear

**Brand New Shoes** that are "chock full" of goodness

## The Little Fellows

want good shoes *We've got 'em too!*

Change your display cards regularly and make them snappy. They are good business pullers—cost little but do big work. The success of your window display depends on the extent to which you can interest the passer-by. Showcards are a good investment—just another form of advertising—and it DOES pay to advertise. These were designed by Standard Shoe Card Service, Inc.

would be detrimental instead of enterprising to the entire trade who are now stocked with modern and beautiful American styles or other types. Departure from them now would bring about too radical a change in styles, so much so that it would be suicidal from all points to introduce this style of shoe generally. It has always been sold by a few dealers in this country, and the limited few who so desire can obtain such footwear from specialty stores who have thrived on it for years. Fundamentally it could not be accepted as anything new by the trade.

In order to demonstrate the absurdity of this type of footwear dealers are advised to keep in reserve a few samples of short vamp shoes for comparisons with American styles, which on account of their good fitting qualities do not require straps over the foot to hold them on.

The Styles Committee of the National Shoe Retailers' Association has put its stamp of disapproval on them as not being in vogue, or even fashionable or stylish for the present mode of dress, and urges that the American woman also put her stamp of disapproval on them as not being artistic, as not being practical, and as not being anything new for her to recognize as fashionable. It would mean to her a change of all her shoes to extreme short vamps, a great extravagance which is not necessary at this time of high cost of shoe production, but to rest assured that if she continues to adopt and purchase as many of the artistic and beautifully shaped modern American styles of footwear as her needs require, she will continue to be the best shod woman in the world.

## The Customer Speaks and, In the Vernacular of the Day, He Says an Ear Full

I AM a customer, and as I am the one to whom your goods are to be sold and whom you profess to be anxious to please, I am entitled to a hearing.

To begin with, I have small use for the man who is all honey and jam when I meet him as a prospective customer with money in my pocket in his place of business and who one hour or a week later fails to recognize me on the street, trolley car or elsewhere.

I take it for granted that I will be served in the order of my arrival and I resent it when I am passed by and the one who came after me is given first attention—often because their gall pushes them forward.

I am willing to wait a reasonable time when I get into your place of business for I realize that you did not know I was coming and that you may be busy

with another customer. However, it fills me with indignation when I realize that I am standing there waiting your notice, like a poodle dog, and you in turn are ignoring my presence with a lofty indifference while you finish some tack that could be easily dropped to wait on me. Such treatment is more than unbusinesslike—it is contemptible.

Last Saturday I went into a large store where two of the clerks were straightening up stock and two more were talking together at the rear of the store. No one of them made any offer to wait on me so I went out. I would much rather that you would have some cards printed bearing the more or less classic statement: "You are a worm. We don't care to trade with worms. Get out." It would be very little trouble to hand me that card and then I would not waste the time waiting for somebody to wait on me.

I know you're in business for the money you can make out of it and so it would be a profitable plan if you would treat me in such a way that I would have pleasant recollections of my dealing with you so that, when the occasion arises, I should go back without having to be attracted by bargains and special sales.

Here's a secret then, (a secret doesn't amount to much until you share it with somebody):

I don't always feel alike. Some days I am in a talkative mood and then you will be wise to loosen up on the gab with me. It makes me feel good. But if I make a remark about the weather, the high price of goats or something and you just grunt "yah" or say nothing at all I feel like banging you one on the knob. Some days I have a grouch—I am touchy and looking for a scrap. I can't help this you know but don't give me a chance for a permanent grievance by being grouchy too. Just be courteous and attentive—not too talkative and not too silent. Just a happy medium, as if your manner said "I see Mr. Customer that you are deeply engaged in matters of great importance. I respect very highly men of big affairs." Your deference will please me and I will forget my grouch.

I never enjoy asking for anything and having the man of whom I would buy say to me "Oh no, that went out of date before the flood. We being up-to-the-minute wisecracks have something more modern. I supposed almost anybody would know that the article you ask for is absolutely rotten."

Now, as a matter of fact, I always feel like retaliating something like this: "I suppose, you big slob, it isn't good and is out of style because you don't happen to have it! I know your bluff and it won't go with me."

I never like to hear one business man knock another. Some do it openly and others have the art of insinuation down to a nice science. Bad tactics anyway. Gives me a bellyache.

When I make enquiry of you for something you haven't, it pleases me to have you offer to get it for me. When I see that you want to please me the order is yours—you couldn't chase me away.

I am a self-respecting individual and I want to do business with men who are likewise. I don't expect them to grovel, fawn or give me unmerited or unwarranted favors or concessions, but I do appreciate decent and courteous treatment.

It is predicted in some quarters that there will be an increasing demand for men's spats this winter.

## Two Mighty Fishermen

OUR picture shows two mighty fishermen of Montreal. On the right is Mr. Aime DeMontigny, who is the owner of a very fine shoe store on St. Catherine Street East, and is the president of the Montreal boot and shoe section of the Retail Merchants Association of Canada. At the left is Mr. Alphonse Malboeuf, who, between fishing trips, is a representative of the Kingsbury Footwear



Mr. Aime DeMontigny, on the extreme right, and Mr. Alphonse Malboeuf on the extreme left

Co., Ltd. Followers of Isaak Walton are notorious for extravagant stories of their prowess, but the picture we reproduce is conclusive evidence that the tales of Messrs. DeMontigny and Malboeuf are true in substance and in fact. They report a catch of over 200 pounds of bass and pike, and, in addition, a maskinonge of 32 pounds. The scene of their exploit was Port Louis, on Lake St. Francis, P.Q.

## Shoplifters Prevalent in Montreal

ACCORDING to Mr. J. J. Fitzgerald, manager of the Merchants' Association of Montreal, departmental stores and retailers in that city lose \$300,000 per annum through the operations of shop lifters, mostly women. This estimate is not guesswork, but the result of a special investigation. One store puts aside \$50,000 every year to cover its losses. The significant feature of this phase of robbery is that practically all shop-lifters arrested are found to live in circumstances which show that while they do not actually need the articles stolen, few of them make a practice of selling the stolen goods. Houses searched following arrests have been found to contain large quantities of merchandise which had been misappropriated in this way, much of which was useless to the thief, who, however, apparently had made no attempt to sell it. While there are no gangs of organized shop-lifters, investigation shows that entire families are engaged in this form of thieving.

It is estimated that there are 5,000 shop-lifters in Montreal. As a rule a shop-lifter does not keep up the game very long. The large departmental stores take special precautions to detect the robbers, but the ordinary retailer, who is not so liable to losses owing to the smaller size of his premises, cannot afford to employ detectives to spot possible thieves.

The heaviest brogues are in Norwegian grained leathers and are truly "shoes with substance."



# Twentieth International Shoe and Leather Fair

—From Our London Correspondent—

THE twentieth International Shoe and Leather Fair, the first since 1913, was held in London, Eng., October 6th to 11 and, in spite of pessimism on the part of a number of the leading trade interests as to the success of the revival this year, it proved a great success.

Unfortunately the railway strike which prevailed from Sept. 26th. to Oct. 5th prevented certain intending exhibitors, mainly machinery manufacturers, from getting their products shipped to the Agricultural Hall.

Both the attendance and the business transacted have constituted records; the former due to the fact that those engaged in the shoe, leather and allied trades appreciate more fully the value and mutual benefits accruing from an interchange of ideas, and the latter to the general relief from war work.

Great strides have been made in labor saving machinery during recent years and the working exhibits of hide and leather machinery constituted an easy first in attracting and holding the general public.

Leather in every possible state of manufacture and for every conceivable purpose, not only for footwear but upholstery and the fancy leather trades, was generously displayed. Leather substitutes, too, were prominently to the fore including Balata, "Stronger and more durable than leather."

Manufacturers of dyestuffs were well represented. There is no doubt that Britain is determined to develop and maintain the position she has established, rendering her practically independent of foreign countries for spirit and oil colors employed in dyeing and staining leather products.

The footwear exhibits were varied and interesting; every shape and every class of boot and shoe, bring in evidence, from the heavy working man's boot to the daintiest, most exclusive and expensive productions.

Much interest centered around the stand of Mr.

Baber, agent for the Canadian Shoe Manufacturers. Mr. Baber was showing a number of "Classic" and "Tru Trod" shoes for kiddies by Getty & Scott, Ltd., Galt; "Brandon" and "Monarch" shoes for men by The Brandon Shoe Co., Ltd., of Brantford; the "Nursery" shoe by the Nursery Shoe Co., Ltd., St. Thomas, and "Georgina" and "Onyx" shoes by Blachford Shoe Mfg. Co., Toronto.

Interrogated as to the possibilities of certain grades of Canadian footwear in Great Britain and other European countries, Mr. Baber remarked, "They have passed the stage of 'possibility.' The smart, snappy and original styles cannot fail to command a generous share of British trade and I am assured of most pleasing contracts as a result of the Fair."

"There was some little prejudice at first," he continued, "to the decidedly pointed toe but buyers overlooked the fact that the public, particularly ladies, are susceptible to anything new. It is new things that are most looked at."

"In any case, the organization I represent are only too willing to meet any special requirements regarding shapes."

The remarks of another representative of Canadian footwear were not so enthusiastic. He thought that Canada's home demand would handicap any ambitious desire for overseas trade; during the war deliveries could be made with comparative ease but matters have changed within the past six months. Moreover, British manufacturers were in a position to meet requirements more readily now that they were no longer producing army boots.

Still another Canadian product was prominently exhibited; the Toronto plant of the Goodyear Tire & Rubber Co., Ltd., is to supply Britain with Neolin soles. The strong organization of the British company of Goodyear cannot fail to create a substantial demand for these soles.

## Wrong Sort of Competition is Wasted Energy

ONE of the most interesting talks delivered before the recent New Orleans Convention of Associated Advertising Clubs of the World was one by Mr. G. R. Lowe, of Neosho, Mo., who described the co-operative work which business men of that city had done toward the building of trade.

When we were small boys, he said, we used to put a chip on our shoulders and dare the other kids to knock it off. So it is with the merchants of most cities, large and small.

A man once said that an enemy of his handed him a lemon, but that he took it and made a glass of lemonade of it. He didn't have anything on Neosho, according to Mr. Lowe, because they have gathered up the chips which might otherwise have been on their shoulders and have used them as fuel to make steam to put the town forward. In other words, all of the energy which they used to waste in competing with each other in the wrong way, is now employed in a

co-operative movement to extend the trading area, so that where one sale grew before, two grow now.

This has all been brought about, he showed, through the organization of an advertising club.

Not only has this advertising club provided an opportunity for the business men to study advertising and to improve their selling methods, through co-operative study, but it also has served as the medium through which interesting co-operative advertising has been promoted and managed.

Once a month, for many years, merchants of Neosho have held what they called "sales days." These "sales days" are occasions when each local business man puts on a "special" of some kind.

Taking large newspaper space in co-operation (each merchant paying for the small section of the space which he fills) the merchants of the community occupy very much the same position as a department store does in larger cities. The bigger advertising

space which they are able to take in this co-operative way resembles the big advertisements used by the modern department store.

One of the most serious problems which confronted the merchants grew out of the fact that there was a lack of uniformity among them as to what constituted good advertising. Some of them apparently thought in the beginning that a good advertisement was one which would bring people into the store. True, it is. But they found that a majority of the merchants knew that an advertisement had to do more than that.

Not only did it have to bring them in, but they must leave the store in a mood which would prompt them to come again. In other words the most skilled merchants knew that retail advertising, like all advertising, depends for its permanent success, upon "repeat" orders.

So, a vigilance committee of the Neosho Advertising Club was appointed, and this committee has, during all of these years, passed upon the "specials" which entered into the "sales days" offers.

Not only does this committee pass upon the truthfulness of the advertisement a merchant proposes to use in his share of the space, but it also makes sure that he has a sufficient quantity of the article advertised, so that he will have enough for selling all day long and thereby not run the risk of disappointing the customer who comes late in the day.

Also the committee checks over the "specials" for the purpose of seeing that every one of them is built around merchandise that people will probably want.

In other words, every effort is made to insure that the little section of the advertisement used by Smith, will help pull some business to town for Jones, and all the rest of the merchants.

Mr. Lowe showed that this plan had been a striking success. The growth of business has been steady, certain, unfaltering. Gradually, the merchants have extended the town's trading area to a larger and larger territory, which has been especially easy, he showed, from the fact that so many farmers and residents of adjoining small towns now have automobiles. Distance has practically vanished, so far as rural communities are concerned. The farmer can go as far as he pleases to trade. He will go where he can do best, where he is best treated, Mr. Lowe declared.

At no time have the business men of Neosho given prizes or any other gifts. They give no free band concerts. They do have a monthly auction sale, where the farmers can buy and sell farm produce, live-stock, etc., but they even charge for this service. The cost to the farmer covering the cost of operating, with a little profit, which is gradually accumulating, to pay back money borrowed by the advertising club to build a pavilion for the housing of the auction sales.

Mr. Lowe said they had found that the farmer does not want the town to give him anything. He wants good service, and is willing to pay for it. He is not looking for anything for nothing.

**I**N a large Toronto repair shop they make a practice of cementing every half-sole or full sole job. The cement used is made by chopping up raw rubber into fine pieces in a jar and then adding sufficient benzine to dissolve it into a stick mass. This is spread freely and the sole applied immediately and well hammered down. The proprietor of this shop claims that this method entirely eliminates squeaking and also tends to make the sole more waterproof.

## Forty Three Years Retailing Shoes in Oshawa, Ont.—Mr. Henry King Has an Unbroken Record

**W**E are reproducing herewith a photograph of the present store of Mr. Henry King, shoe retailer, Oshawa, Ont., and also a snapshot of his residence in that town. Mr. King started in business in Oshawa on March 1, 1877, and intends retiring on July 1, 1920. This will give him an



Interior of Mr. King's present store

unbroken record of forty-three years in the shoe business in that town. During that time he has not had more than forty-two holidays—legal holidays excepted—and has never missed a meal through illness. He is the oldest established merchant in Oshawa and is, to the best of his knowledge, the first retailer who ever made enough money in the town to retire on. He has always figured his mark-up on a 33 1/3 per



Mr. King's residence in Oshawa

cent. basis. We understand Mr. King is contemplating the acquisition of a flivver in succession to the horse that has thus far served him faithfully in his recreation hours. After such a splendid record in business he is certainly entitled to the joys of motoring.

## Let's Make it a Footwear Christmas

*The Time to Start Your Christmas Campaign is Now—Speed Up Your Publicity and Plan Your Window Displays—Make Your Store a Christmas Gift Headquarters*

**T**HE Christmas buying season will soon be upon us and it looks as though the volume of business this year will be heavier than at any time since Bill Kaiser set out to dominate old Mother Earth.

Now, every shoe retailer knows, or ought to know, that footwear makes one of the best little Christmas gifts there is—whether for mother, father, grandmother, “grand-pop” or the little shavers in swaddling clothes. The buying public, too, has realized during the past couple of years that the “jim cracks” and “nick nacks,” all too characteristic of former Christmas giving, have disappeared to a large extent from our present system of systematic and sensible purchasing. There is infinitely more satisfaction to both the giver and the recipient of a sensible gift—flub-dubs are little appreciated and soon find their way to the attic store-room or the garbage pail.

### Sell the Footwear Gift Idea

The shoe retailers' part in this sensible Christmas gift campaign will be to sell the footwear gift idea to everyone in your city or town. Let this be your slogan—“Give Christmas Gifts of Footwear.” Make it a “Footwear Christmas.” Run the slogan in your ads., on your show cards, in your store, on your stationery—everywhere.

Santa Claus is really old “Pop Opportunity” in disguise. He'll knock on your door once, but he won't batter it down, purloin your purse and fill it with profits. Your success will depend on the extent to which you capitalize the old gentleman.

### Christmas Windows

The usual tendency of the average merchant is to crowd into his Christmas windows as much as they will hold. He feels that everything and anything in the store will make a good Christmas present for somebody and that all the people should buy all of their presents at his store. That's the right idea, of course—exactly the proper feeling he ought to have. But, at the same time, “Stuffing” a window is bad business, especially when it is further aggravated with too many holly wreaths, Santa

Claus heads, Christmas bells, “diamond dust” and other decorations.

Don't “stuff” your window, like a Christmas turkey. Far better to have more simple windows and make several changes. Simplicity is usually the rule for window dressing at all times and the Christmas season is no exception. Do not leave your planning until the last moment, but get your Christmas displays in in plenty of time. Much of the success of your campaign will depend on whether or not you have sold the footwear idea before some enterprising merchant in another line of business has sold a



A Christmas shopping tragedy—sad fate of the man who left his buying until the last moment—Tell your customers to “shop early” and help them to follow your advice by planning your Christmas campaign early.

different Christmas idea. Try and work up original window decorations—they need not be costly—let simplicity be the keynote.

### Christmas Advertising

The matter of Christmas newspaper advertising is, of course, also most important. Shoe retailers all over Canada used this form of publicity last year to a great extent, although there was much to be criticized in the way of cuts and layouts. We appreciate the difficulty of the merchant in the small city or town who has to put up with third-class printing and composition, but, at the same time, we are of the opinion that the average retailer could better these condi-



## *Give Christmas Gifts of Footwear*

Useless and impractical gifts sooner or later find their way to the attic or the scrap heap.

Consider the fitness of your presents—will they please by their utility?

**Slippers are very useful and always appreciated.**

We have them in all styles and at all prices. Let us show you.

(YOUR STORE NAME)

Slippers have always been acceptable Christmas gifts, but you can sell a greater number by judicious advertising

tions by furnishing his own layouts to the printer, and also by using more care in the selection of his cuts.

Do not crowd your Christmas advertising. Simplicity is just as important in newspaper displays as in window displays. A conglomerate mass of reading matter, looking much like the page of a mail order catalogue, is passed by in these busy days for the advertisement that can be read quickly, as well as comprehensively. Use good Christmas illustrations; emphasize the suitability of Christmas gifts of footwear or footwear findings for all members of the family and their friends also. Make prominent use of the slogan: "Give Christmas Gifts of Footwear," and tell them to "Shop Early." Already the jewellery and fur stores are well into their Christmas advertising campaign.

### Spread the "Shop Early" Gospel

The "shop early" movement is an excellent one, but it is doubtful if the utmost benefit can be gained by simply putting up a "shop early" sign or using the two words in your advertising. Generally speaking, you must give folks a reason for everything, and, anyway, the "shop early" admonition is much in the nature of a command that is apt to be resented by the purchasing public. Why not say: "Help us to give you more efficient service—please shop early." Or a notice like this will prove effective: "A Hint to Shoppers—up to 11 a.m. we have time to spare. 11 a.m. to 3 p.m. crowds! Later in the afternoon, not quite so crowded—why not shop early and avoid the crush?" Or, again, something like this: "You appreciate proper service—we want to serve you properly—please shop early."

### Put Up a New Sign

Now if you thoroughly believe that your store is the proper place to buy Christmas presents, why not put up a new sign—it doesn't need to be expensive—

reading "Christmas Gift Headquarters." People seeing this sign from a distance away will wonder what kind of a store it is that calls itself "Christmas Gift Headquarters." And so they'll notice your store particularly. "Shoes for Christmas Gifts," they'll say. "Sure thing, never thought of it."

### Findings Too

Have you a stocking department? Yes? Then consider how many pairs of hosiery are given every Christmas. You might as well have this business as the department stores. Consider also the present vogue of those Scotch woollen stockings—just in time to help along Christmas sales for the shoe retailer.

Then again, consider buckles. There are thousands of varieties and at a price to fit every purse. There are buckles for every foot and every shoe—what could be more acceptable?

How about spats? These are certainly a good bit of Christmas merchandise. Have attractive boxes for them and display the goods in the boxes in your windows.

Be sure and get your Christmas cardboard boxes in plenty of time—it is almost impossible to secure them at the last moment.

### A Christmas Letter

Have you got a mailing list? If so, why not send your customers a special Christmas letter to strengthen your campaign. Here is a letter that would suit the average retailer:

Dear Sir:

Here is a thought that I believe will appeal to you as a solution to your Christmas buying problem. Naturally you want to hold down your outlay to some reasonable limit and also you want to buy something that is practical and useful.

Has it occurred to you how very appropriate and

**5 More Shopping Days—Then Christmas**  
**And So Many Useful Gifts That Save Much Shopping**  
**Around Are Shown Here**

# Holiday Footwear!

**Christmas Gifts**

THERE IS NOTHING THAT FATHER WOULD ENJOY MORE FOR A CHRISTMAS GIFT THAN A PAIR OF SLIPPERS

**Just come in here and you can find just what you want and priced reasonably!**

**FOR FATHER**  
 Plaid Grey or Black Felt Slippers, from \$1.50 to \$2.00

**FOR SISTER**  
 The much called for Boudoir Slippers, with padded cushion soles, in blue, red, pink and a number of other colors, from \$1.25 to \$2.00

**FOR MOTHER**  
 The Famous Jubels, with soft turned soles and leather heels, in grey, brown, black or red felt, with fur trimmings, \$1.83 and \$2.00

**FOR BROTHER**  
 A good pair of Hockey Shoes—the kind he has been waiting for a long time, at per pair \$3 to \$5

**Women's all Black Kid Boots**  
 High Louis and Military Heels in a wide variety of styles and widths, which enables us to fit each and every foot in the shoe that was intended for its particular needs, from \$5.00 to \$8.00

**Girls' Brown Kid and Call Lace Boots**  
 Are very smart, sizes 11 to 2, at per pair \$4, \$4.50 to \$5

## HODGES' SHOE STORE

For Better Shoes and Better Service

**MERRY CHRISTMAS**

**A Pair of Slippers**

With a Merry Christmas Card Attached would be an ideal Christmas Gift for any member of the family

We have the latest styles and best of slippers and what they are and priced beyond reach.

Men's Slippers, in tan and black, in all prices from \$1.00 to \$3.25

Women's Slippers, in all colors, fall and leather from \$1.25 to \$2.50

Get a pair of Christmas Slippers for men, women and children in a flash a dash the best display of slippers in town

Come and see them at

**Trott's White Front Shoe Store**  
 105 Talbot Street, Leamington.

## Give Walk-Over Shoes

and you will delight the recipient. Walk-Overs justify the reputation of being the most comfortable and most looking shoe obtainable, and our Men's and Women's Walk-Overs at \$9.00 and \$10.00 are splendid values.

**Men's**  
 Tan  
 Calfrico  
 Boot,  
 Halfcor  
 Model

**Women's**  
 Black  
 Calfrico  
 Boot,  
 Cavalier  
 Model

**\$9 \$10**

Walk-Over Pumps and Slippers also have that exclusiveness of design and style that appeals to the woman who wants daintiness combined with utility and we are sure that you cannot spend your Christmas money more wisely than in our store.

**FIVE KID OR PATENT SLIPPERS AND PUMPS..... \$7.00 and \$8.00**

**Go Strong on Walk-Over Shoes for Christmas**  
 BUY THEM FOR THE ENTIRE FAMILY

Each Christmas many people take advantage of the GIFT CERTIFICATE, which is illustrated here, and it is a fine idea, enabling the recipient to personally pick out the style desired and secure an exact fit when the holiday rush is over.

**WALK-OVER INTERCHANGEABLE SHOE CERTIFICATE**

ISSUED AT

Please fit and deliver to Bearer  
 At the **WALK-OVER SHOES**  
 value of **100 Dollars**  
 Payment for which is hereby acknowledged by

Countersigned by

Women's Embroidered Double Slippers	\$1.00	Women's Black Kid Boots	\$12.00
Men's Black Kid Boots	\$12.00	Men's Army Slippers	\$2.50
Women's Plaid Felt Slippers, in colors	\$1.75	Patent Slippers	\$1.00
Women's Felt Slippers	\$1.50	Patent Slippers	\$1.60
Patent Slippers	\$2.00	Patent Slippers	\$1.60
Patent Slippers	\$4.00	Patent Slippers	\$1.50

**McRobbie's Walk-Over Boot Shop**  
 786 GRANVILLE STREET

# Holiday Helps for the Gift Buyer

"Footwear as a gift is very useful and always acceptable"

**SUITABLE CHRISTMAS GIFTS**  
 AT **LAWSON'S**

Nothing is more appreciated than Footwear, nothing is more useful for every member of the family

**FINE SHOES**  
**HOUSE SLIPPERS**  
**DRESS PUMPS**  
**MOCCASIN SLIPPERS**  
**SPATS**  
**BUCKSKIN MOCCASINS**

Our stock is the Highest Quality and the Largest Range for choice.

## LAWSON'S

Phone 3352 1847 Searth St.

**Christmas Gifts**

When You Think Good Shoes—Think Gales

**Gales'---**  
**A Christmas Store for The Whole Family**

Rouper Leggings, Storm Shoes, Heavy Overboots, Moccasins, Comfy Slippers, Ladies' Girth Boots, Men's Fleece Lined Shoe Buckles, Rubber, Solid Boots

**Gales & Co.**  
 Union Bank Building,  
 8 Bay Street, Manager

**Give Shoes or Slippers**

**THE LAST CALL**  
**Buy Your Xmas Slippers Here**

THEY ARE LOW PRICED AT THE J & M STORE

**CHILDREN'S SLIPPERS** \$6 to \$12  
 Truly remarkable in style, marked according to quality and value. See store.

**GROWN FOLKS SLIPPERS** \$6 to \$10  
 Truly remarkable in style, marked according to quality and value. See store.

**Mr. Man--Buy Your Wife a Pair She Will Surely Like Them**

**NICE SOFT BLACK KID** with wall of firm sole with Louis heels or medium heels \$5 to \$10

**BROWN OR GREY KID** with the most comfortable back \$7.50 to \$13

There is no gift so acceptable to a woman as foot-wear—and especially these beautiful Brown, Grey or Black Kid Boots, with long graceful, narrow toes, and high of military heels.

**Johnston & Murray**  
 London and St Thomas

Some of the advertisements and Christmas cuts used by Canadian retailers last year. McRobbie's Walk Over Boot Shop, Vancouver, advertised their interchangeable gift certificates. The headings in different forms express the suitability of footwear as Christmas gifts. This year why not a universal use of the slogan: "Give Christmas Gifts of Footwear." And, a word of caution, avoid the use of that abbreviation "Xmas"—spell it right out, Christmas.

## Footwear Gift Certificate

No. ....

Date ..... 1919

*THIS IS TO CERTIFY that M. .... has deposited with the THE QUALITY BOOT SHOP the sum of ..... Dollars entitling the holder of this Certificate to merchandise to this amount.*

(Should be exchanged before February 1, 1920)

**THE QUALITY BOOT SHOP**

Last year the "certificate" idea found considerable favor. It makes buying easy for those who are afraid to risk guessing at sizes

satisfactory it would be to all members of your family to "Give Christmas Gifts of Footwear?" Or stockings—silk, or the beautiful woollen ones now so popular to wear with oxfords—or a pair of spats?

Every member of your family, or any one of your friends, will appreciate a gift of this kind more than one that has no use and is stored away and forgotten in a very few days. These footwear gifts are just the kind that every one of us believe in.

Don't hesitate because you don't know the exact size—we'll gladly change them after Christmas—or, if you would prefer it, we have a very handy gift certificate that relieves you of all worry.

Mighty good idea, isn't it? We have a very complete stock here to show you. Come in and look it over. Let's make it a different and better kind of Christmas.

Very truly yours,

### Your Christmas Show Cards

Print on your window cards the slogan "Give Christmas Gifts of Footwear." Change them often. Use suitable Christmas illustrations and wording to create the sentiment that shoes are proper articles for Christmas presents.

### Gift Certificates

Gift certificates offer an easy alternative for the person who is doubtful of the right size to purchase. Last year "Footwear" printed a specimen certificate, similar to the one in this issue, and the number of enquiries received regarding it indicated that it found considerable favor with shoe retailers. If you desire to carry out this idea it should be given good prominence in newspaper advertising and window displays.

### The Christmas Spirit

The big thing in this campaign of "Give Christmas Gifts of Footwear" is to cultivate the proper enthusiasm, not only in yourself, but also in your sales staff. This year the shoemen have a real chance to establish the shoe store as a gift shop. During the war the spirit of Christmas giving possibly lagged a little, but those troublesome times also taught us the wisdom of useful giving. Go to it this year with a full determination to convince every customer and every possible customer that the shoe store is a proper and advantageous place to buy Christmas goods.

The sellers of "thingamajigs" fatten at the Yuletide season. Let's turn the tables this year—don't let the opportunity get by for making Christmas business the biggest your store ever had.

### Intense Interest in Practipedics

**D**URING the past month the American School of Practipedics has almost doubled its office force to take care of the students who wish to conduct foot comfort demonstrations during Dr. Scholl's National Demonstration Week, November 17-22. One of the conditions required of shoe-stores participating in National Demonstration Week is that they have at least one trained Practipedist. Consequently, shoe sales people throughout the country are evincing a remarkable interest in the study and more than two thousand enrolled during October, while four hundred and thirty-nine graduated. Names are still pouring in, although the time grows short before the date on which all students must complete their studies.

### Sale of Discarded Army Boots

A quarter of a million pairs of discarded army boots were recently sold at the London Commercial Sale Rooms at trifling prices. Many described as "grade 4, fit for civilian wear after repair" went for 14c and 15c a pair; others "ready to wear, grade 1," brought just under two dollars a pair. Canadian high grade boots realized \$1.62 a pair and Australian \$1.86. Canvas shoes varied from 1c to 12c a pair, and 1,000 pairs of Plimsolls went at 1½c a pair. One hundred pairs of W.R.A.F. shoes were sold at 90c and women's boots at \$1.29. For carpet slippers, 4c per pair was accepted.

Your effort to carry off the first prize in our Christmas window-trimming contest will also be reflected in your more abundant Christmas trade.



*Give Christmas Gifts  
of Footwear*

Who is there who would not appreciate a beautiful pair of Oxfords, a pair of the newest walking boots or a pair of comfortable Slippers?

Drop in and let us show you how easy it is to give Sensible Gifts.

*(Your Store Name)*

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## Manufacturers Loaded With Orders Fear of Higher Prices Has Caused Retailers and Jobbers to Order Freely — Many Retailers Believe, However, that Fewer Shoes will be Sold at the Higher Figures

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From our Montreal Office

THE abnormal position of the shoe trade, which has been aggravated since the armistice was signed, has more than ordinary interest for the retailer, viewed from the point of a buying policy. The manufacturers are loaded with orders, the result of a rush to purchase, caused partly by a good demand on the part of the public and partly by a fear that, high as prices are, the peak has not been reached. Jobbers and retailers alike have placed extensively, and some of the manufacturers are in a position where they are compelled to decline any further business for delivery within the next few months. In the words of a manufacturer: "It is not a question of price, but of delivering the goods."

The situation is a perplexing one for manufacturer and retailer alike, each having his own particular problem to solve. And, by the way, the misleading newspaper reports of the evidence given at the inquiry into the profits of shoe retailers does not make for good relations between the public and retailers.

The position of the retailer in relation to buying has two aspects. No doubt most of the purchases for spring have been placed by now, many retailers having decided on their policy. But what of the immediate future? Should retailers buy heavily or should they adopt a more conservative policy?

The answer to that depends upon many circumstances—for instance upon stocks in hand, financial position, local conditions, and upon an individual judgment as to the outlook. To begin with, all indications show that prices are not likely to decline. In the opinion of Mr. D'Arcy McGee, of Thomas Ryan & Co. Ltd., jobbers, Winnipeg, and Mr. D. S. Johnson, of Geo. Lennox. Ltd., jobbers, also of Winnipeg, quotations will certainly go higher, and their views are supported by present market conditions. If a retailer is of the same opinion, he may be inclined to back it up by buying all the goods he can carry. In other words, he will take chances on the market advancing, with the hope that he will be able to dispose of his stocks, bought on the old basis, at higher retail rates than those ruling. This will, of course, involve the tying up of considerable capital, loading up at prices which are already high, and the risk—a small one, if it true—of a break in manufacturers' quotations. The experience of a Montreal retailer on this point may be of interest. A short time ago he was undecided as to his buying policy. He therefore visited two of the principal United States cities, made inquiries as to prices and investigated the leather market, with the result that he came to the conclusion that the market was likely to substantially advance. He therefore placed extensive orders, mainly for staple lines, in Canada, believing that United States shoes would be prohibitive, when the duty was added. Only few retailers are in a position to make such inquiries. They have to rely on information from travellers, from the trade papers, together with general knowledge as to business conditions, and also on their experience. Heavy buying

has its elements of danger; it may prove of benefit if a retailer can dispose of his stock, but in women's fancy lines particularly, there is a risk in stocking largely that cannot be ignored. Out-of-date stock has an awkward knack of seriously depreciating.

In the opinion of some conservative retailers, store keepers are over buying, and the game is not worth the candle. Those who believe that this is not the time for buying heavily affirm that there is no warrant for the opinion that the brisk purchasing by the public will continue. One of this class put it thus: "In men's shoes we have had an unprecedented demand, owing to the return of our men from the front. This is not likely to be repeated—we shall get back to normal requirements from these men. Then the effect of the recent rise in values must be seriously reckoned with. High prices, such as we are now charging, are bound to affect the purchasing power of the public. We shall, in my opinion, sell fewer shoes at the range of prices now prevailing than would be the case if prices were lower. Experience shows that people will spend a certain amount on a given commodity, and if the price is raised very substantially a smaller number of those goods will be bought. My advice is therefore to go slow; rather than commit yourself to a large expenditure which may prove financially embarrassing; take a chance of buying goods as you stock is sold. You will have to pay a little more, but this is a more sane policy than speculating in goods which may be shelf warmers, and which in any case, ties up your capital. Do not carry stocks involving undue risks. Slow but sure, should be the motto of every retailer so far as buying is concerned."

Firms who have in-stock departments naturally have a good word for this way of doing business—and it has its strong points, although some retailers claim it is of little advantage to their class of trade. It is a method by which retailers can replenish goods as needed, and it is claimed that it decreases the necessity of carrying large stocks.

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## Boston Leather Market Very Quiet Foreign Demand Still Quiet—Raw Goatskin Market Stiffening Up—Highest Prices Now Quoted

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From our Boston Office

DURING the last three weeks there has been a steady stiffening up of the raw goatskin market. Dealers and brokers of raw stock are asking prices considerably higher than the top prices asked last summer. It is not understood by some in the trade the exact reason for this sudden jump, but it is claimed by some of the leaders in the kid market that this sudden rise is due some to speculation and also to the fact of the silver exchange, as the countries in Europe making these offerings are all paid in silver, which is high. A feeling of uncertainty prevails as to the probable permanence of this high market as there is no strong demand just now for kid leathers, buyers holding off and only ordering on hand to mouth basis. Foreign demand for glazed kid has practically ceased except for small orders. England, it is claimed here, has still large stocks of leather in control of the government, yet to be allocated and until this supply is



depleted very little increase in foreign buying is anticipated.

Indias—Cocanadoes are asking 145 pence per skin—a big increase over prices prevailing a month ago. Patnas are quoted as high as \$28 to \$30, and Amritas are getting 148 pence. One large glazed kid operator in the East received a wire to-day that the Indian market was weakening considerably, but this report may be prejudiced and is yet to be verified.

Some kid leather manufacturers have marked up their leather in anticipation that the high market now prevalent in goatskins will be permanent. They are also marking down the scale on the medium and cheaper grades, hoping to stimulate buying in the cheaper grades, which have not been selling as well. The highest grades only are in any demand at all. This seems to be true with side leathers and also finished calfskins. Top grades of kid have been marked up by some manufacturers of kid leathers as high as \$.10 a foot. One of the big operators in kid leather, selling all over the world, is not asking any increase in their top or any grades, feeling that the high

There is no use joining the Crepe Hanging Society before we have to. Other people have their troubles and so why should we parade ours! Besides, sunshine and good cheer are bigger business bringers than gloom and dismal forebodings.

price now asked for raw skins is only temporary and also that the kid market will not stand any boosting at this time. However, they anticipate that this will be inevitable if there is no weakening in the market in the course of the next three months.

Side leather markets are quiet and without much active demand. There seems to be no weakening of prices, however, and the feeling is strong that there is big demand ahead, both domestic and foreign, which may be felt at any moment. Very little grain leather is being shipped to Europe, most of the call being for split, which does not seem to be in any great supply across the water.



**O-G**  
**Spat Oxford**  
*In tan or black Russia*  
**\$13.00**

The supremacy and exclusiveness of O-G footwear fashions are further enhanced by O-G prices; as they always insure the practice of common sense economy.

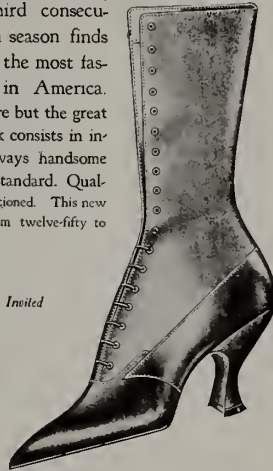
*Choose O-G shoes*

Out-of-Town Orders receive prompt and careful attention. Write for the free Fall and Winter O-G Style Booklet.

**O'CONNOR & GOLDBERG**  
(Style Creators for the Nation since 1897)  
SEVEN O-G STORES IN CHICAGO  
Address for Out-of-Town Orders:  
218 REPUBLIC BUILDING, CHICAGO

OUR sixty-third consecutive autumn season finds us in readiness for the most fastidious clientele in America. New designs are here but the great strength of our stock consists in inconspicuous but always handsome styles that we term standard. Quality, as always, is unquestioned. This new boot style is priced from twelve-fifty to eighteen dollars.

Correspondence Invited



**Andrew Alexander**  
548 Fifth Avenue, New York

**Frank Brothers**  
Fifth Avenue Boot Shop  
at Forty-Eighth Street

*Tan Grain Leather Oxford*



*Among Our Distinctive Footwear Vogue for Autumn*

*Ribbed Wool Stockings*  
Light or dark green, heather brown, dark oxford gray 1.00

*Plain Wool Stockings*  
Light or dark green, heather brown, dark oxford gray, with close 500

Visit Our **Exhibit Shops:**

Chicago, Michigan Boulevard Building, Eastern Washington Street  
Pittsburgh, Jenkins Arcade  
New Haven, Yale Hotel  
Boston, Little Building, Boylston and Tremont Streets  
Washington, Woodward Building opposite Shoreham Hotel

We have no agencies—Our shoes are sold in our own shops only



**EASTWOOD ETIENNE TIE**

A HALF-SHOE lacing very high on instep; a pattern of graceful lines; glove-fitting; with plain toe, crimped vamp, pinking around top, light welted sole and high Cuban heel.

Dull black calfskin  
Brown calfskin  
Patent leather **\$13.50**

**WM. EASTWOOD & SON CO.**  
ROCHESTER BUFFALO

**OPPENHEIM, COLLINS & CO**  
34th Street—New York



Introducing a  
**New French Model Slipper**  
For Women and Misses  
Exclusive with Oppenheim, Collins & Co.

Developed in Patent Leather, Glace Kid and Black Satin; hand turned sole, Louis XV. heels. Particular attention is directed to the short Vamp and high arch.

**12.50**  
Also on Sale in our Branch Stores.



*A Walking Boot of Patent Leather and Dull Kid on \$10.25*

The slender lines of this boot with a low Louis Heel make a strong appeal to the woman who desires footwear perfection.

Thayer McNeil shoes enjoy the distinction of being unsurpassed in quality or style. They are known throughout the country and are accepted standards of high grade footweare.

Catalog on request Mail orders promptly filled

**THAYER McNEIL COMPANY**  
49 Temple Place ~ ~ ~ Boston, Mass.  
41 Washington Blvd.—Book Building—Detroit, Mich.

Types of advertising used in a current issue of one of the leading women's magazines. It is noticeable that practically all of these advertisers use the same type of advertising continually. Frank Brothers give prominence to the new heather stockings—Oppenheim Collins & Company advertise the French model slipper, a last that has been severely censured by the Styles Committee of the National Association. The style of layout used by Andrew Alexander is very attractive.

# On the Firing Line—Ammunition for the Man Behind the Counter

**D**ON'T expect that you can succeed in making sales to the other fellow unless you can make him see what you see, and to make him see what you see, you've got to know with clear-cut definiteness exactly the points you wish to emphasize. About ninety per cent. of the lost sales are due to the fact that the salesman has no clear-cut idea of his own, or definite method of presentation. The result is that he and the customer are usually talking about different things, and so the customer isn't convinced.

Remember that it is about forty times as easy to sell through a demonstration to the eye as through a wordy argument which enters in only at the ear gate. That's why the "Before and After" pictures are so effective; why exhibitions and displays are money-makers; why pictures, cartoons and even crude illustrations sell goods. They actually show just what the salesman is trying to say. It is often easier to convince by an object which actually gives the point you are trying to make, physical form, than to describe that point and keep asking, "Do you understand? Do we make ourself clear?"

When you would make sales, let the customer do a good deal of the talking: Be ready, however, to present your own side of the case at the psychological moment, but do it in as few words as you can. Don't use any round-about arguments, involved sentences and big words. Short sentences, clear ideas and faith in your own proposition will convince. Remember, compression gives power; expansion dissipates power.

Don't try to convince other people unless you are thoroughly convinced yourself. To enlarge, exaggerate, or make inferences not borne out by facts is to undermine confidence. And permanent business cannot be builded on any other foundation than confidence.

Eight hours of sleep, simple, wholesome, well-prepared food, temperate habits and plenty of fresh air are the best possible means of keeping one's self mentally alert and physically fit. Don't be satisfied to read that and to say, "What a chestnut! Give us something new!" The point is, Do you put the ideas in practice regularly and with intelligence, or are you satisfied to let George do it if he wants to, while you do as you please?

The man who succeeds in life is the one who merits success. He has gone into training. He is willing to pay the price of hard work and concentration. He is ready to make an effort when far-sighted judgment declares such effort will pay. He is a leader, not a follower. He does not waste his time telling how lucky the other man is. He goes after success with earnest determination to capture it. And, being of the right stuff, he succeeds.

Courtesy is a business winner, but if it is only a superficial veneer it will not ring true. The man who is truly courteous is sincerely considerate of others.

The individual who thinks he can always conduct his business in the same way will soon get into a rut. And a rut wears itself deep enough in a short time that it will form a grave.

## A Word of Thanks

**W**E take this method of expressing to you our appreciation of this purchase and sincerely hope the goods will give you every satisfaction.

It is our determination to render our customers a service that will be in every way satisfactory to them and gratifying to us. If at any time our efforts may seem to fall short of this ideal we shall be only too glad to rectify or make good any shortcomings. We want only satisfied customers.

THE BIG 88 SHOE STORE

Phone, Main 88.

88 QUEEN WEST

Established 1866

TORONTO



*Truly yours Warren T. Fegan*

# Your Window is the Magnet of Your Store

The Christmas season is the one time of the year when every retailer rises to an appreciation of the value of a well-dressed window. Even Tony, the retailer of shoe-shines, puts a bit of decoration in his window and wishes the world happiness.

Apart from the Christmas spirit, however, the retailer is concerned with the value of his window display as a business-getter. A well-dressed window is a magnet which holds old customers and draws new ones. The question before every shoeman should be: "Can I make my magnet stronger than my competitor's?"

Everybody will give presents this year, as usual. Why not buy them at a footwear store? Where is there a greater variety of articles and styles to choose from? Where can presents be bought that will be more acceptable or half so useful? Get your magnet working. Make it **strong**. Make your window so attractive that it is irresistible.

With a view to encouraging the art of window dressing among shoe retailers, and also having in mind the value of the interchange of good merchandising ideas, Footwear offers four prizes for best dressed windows under the following conditions:

- |     |                                                                                                                                |         |
|-----|--------------------------------------------------------------------------------------------------------------------------------|---------|
| (1) | First prize . . . . .                                                                                                          | \$35.00 |
|     | Second Prize . . . . .                                                                                                         | 20.00   |
|     | Third Prize . . . . .                                                                                                          | 10.00   |
|     | Fourth Prize . . . . .                                                                                                         | 5.00    |
| (2) | The contest is open to any shoe retailer or shoe salesman in Canada.                                                           |         |
| (3) | Photographs of window displays must be in our hands by January 2, 1920.                                                        |         |
| (4) | Explanatory notes up to 100 words may be submitted with each photograph.                                                       |         |
| (5) | The merits of the photographs will be judged by an impartial committee of three—one manufacturer, one jobber and one retailer. |         |

Plan now to enter the competition. You have an even chance to win a prize. In addition to that, however, it is a dead certainty that your effort to produce a better window display will be reflected in your more abundant Christmas trade.

**Address photographs and all communications:**

**"Best Window" Contest,**

**Footwear in Canada,**

**347 Adelaide St. West, Toronto.**

# Tetrault Shoe Manufacturing Company, Ltd.\*

A Glimpse Into One of the Largest Shoe Manufacturing Organizations in the British Empire—Estimated Current Year's Business Over \$7,000,000—  
Wonderful Growth of a Business Founded in a Small Way  
Twenty-Three Years Ago by Mr. Nap. Tetrault

**I**N recent years few shoe manufacturing firms have made more rapid progress than the Tetrault Shoe Manufacturing Co., Ltd., Montreal and Maisonneuve. The war period has witnessed an enormous improvement in the shoe industry, both in the way of better shoes and in the way of domestic and foreign business. The Tetrault Shoe Manufacturing Co. have done their part in both these departments. The turnover has increased to such an extent that the firm can now claim to be the largest makers of shoes in the British Empire.

In the foreign branch the company have devoted special attention to the export of shoes to Europe, particularly to France. Recently the company established business connections in Egypt, India, China and Japan, Holland, Switzerland, Greece, Australia, New Zealand, South Africa, Belgium, the British West Indies, and South America. In Paris the company have a special representative and warehouse and office, and in London a representative and office. The company does a very large European business, and in later years were the pioneers in this branch of the export trade. Mr. Nap. Tetrault, the president, who has made several visits to Europe in the interests of this portion of the company's trade, is an enthusiastic believer in the possibilities for Canadian shoes in Europe, provided always that we cater to the particular wants of the markets.

The magnitude of the company's total business is

\*The third of a series of articles describing prominent Canadian shoe factories and tanneries.

evidenced by the fact that for the year ending August 31 last the amount of the sales of boots and shoes was \$4,782,366, and it is estimated that the current year's business will exceed seven million dollars. This is sufficient testimony to the efficiency of the organization and to the alertness of the staff.

Mr. Nap. Tetrault, the founder of the business, is a hustler. He was born on January 5, 1869, at Chatham, Ont., was educated at Chatham High School and Chatham College, and after leaving the latter went to Montreal. He engaged in the shoe business and became manager for several years for James Leggatt, shoe jobbers. In 1896 he started in business, in a small way, at the present factory known as No. 1, at DeMontigny Street, Montreal. Gradually the trade expanded, rendering it necessary to extend the premises from time to time. In fact, the business has grown so large that last year the company purchased the James Muir Factory, No. 2, at Maisonneuve. Even this was not commodious enough, and an extension to the factory has just been completed. For the last few years the company have manufactured men's welts exclusively.

## No. 2 Factory

The outstanding feature of the No. 2 factory is the completeness of the equipment and general lay out. It is constructed of brick, and consists of four floors. The original factory was 225 ft. long by 45 feet deep; the extension is 145 ft. long by 45 ft. deep, with two wings 80 ft. long by 45 ft. deep. Each floor



No. 2 factory of Tetrault Shoe Mfg. Company, showing original building and new extension and wing

is equipped with sprinklers, and the old building and the extension are divided by fire walls and fireproof doors. Three passenger elevators are provided, and there is lavatory and washing accommodation at both ends of each floor. The building is heated by steam, the boilers being on the ground floor. All machinery

inasmuch as the top lifts of leather are sufficient, as a rule, to give all the wearing qualities necessary.

The outsoles are cut on 9 ft. beam machines. The insoles are made in the same department. They are of two varieties—the gem and the solid. The advantage of the former is that it is lighter and is more adaptable to the pointed toe last.

The upper leather cutting room is on the top floor. It is a very well lighted room—in fact all the floors have abundant light, with windows on every side. Here the stocks of leather are kept and graded. Full instructions for each order are made out on carbon work sheets, in groups of eight each, and sent to the various departments. This system is known as the Elliott Fisher System. The last one, on cardboard, goes to the upper leather cutting room, and from there accompanies the work until the order is completed.

When the upper leather and linings have been cut and assembled they are sent to the fitting department on the same floor. Here the linings, tops, and vamps are sewn together, the work being so routed that the different parts of the upper meet for the last operation known as vamping. Thus when the uppers are ready for vamping the linings have been attached, the hooks and eyes fitted, and the various stays put in. A canvas stay is placed at the

back of the eyelets and hooks; another canvas stay is inserted at the point of the blucher; and yet another at the point where the button eyelet meets the vamp. These are all at points where there are heavy strains on the shoe. Every piece of leather and lining is marked with the register number and size number,



Portion of bottoming room in No. 2 factory

is run by electric power. The offices are on the first floor, where there is also a large findings department. In laying out the factory attention has been paid to the elimination of unnecessary handling, the idea being to make the process of manufacture continuous. No. 1 factory has a capacity of 3,000 pairs per day, and No. 2 factory 5,000 pairs per day. The amount of effort involved in this daily production may be estimated from the fact that there are over 200 operations required in the manufacture of each shoe.

#### Some Details of Manufacture

The sole leather cutting room is on the ground floor, where the leather and counters are received. In this connection we may point out that although the counter is a comparatively small part of the shoe, it plays an important part in its life and in the comfortable fitting. A badly fitting and inflexible counter soon makes its presence known, resulting in a very sore heel. The fibre counter is favored mainly because of its durability and lightness.

The heels are cut and built up in the sole leather room, being compressed together under great pressure. Some heels are of solid leather, but others consist of leather board, with several lifts of leather. Leather board is lighter than leather, and is, of course, cheaper. While it is very substantial, it has not the wearing qualities of leather, but this is of comparatively small account,



Portion of bottoming room in No. 1 factory

so that when the pieces are assembled they will correspond, and thus prevent mismating.

The uppers, insoles, counters, etc., are then assembled on the same floor, stored in racks, with a ticket attached, awaiting instructions to be sent with the right lasts to the lasting room on the next floor.

The department for the lasts is next to the assembling section.

#### Bottoming Room

The bottoming room is the centre of shoemaking by machinery. The first operation, on the pulling over machine, conforms the upper to the last. After the toe has been "wiped," thus drawing that portion of the shoe tightly to the shoulder of the insole, the surplus stock of the toe portion is trimmed off. The tacks holding the insole to the last are withdrawn, and staples inserted, making a good tight joint. The welt is now put on, the curved needle sewing from inside the lip of the insole, through the upper and welt, thus making a solid combination of the three portions. The stitches are very strongly drawn, and are of equal length, being measured automatically. The remaining tacks are then removed, and the welt beat out evenly from the edge of the shoe. A cork filling is put in, to form a cushion and to make solid foundation for the outer sole. After several other operations, the outsole and welt are stitched together, and the sole is levelled into shape by the automatic sole levelling machine. Every particle of unevenness on the bottom of the shoe is removed by this operation, which consists of passing a vibrating roll over the shoe. After the heels have been put on they are trimmed and the edges scoured, and set. Edge trimming determines to a certain extent the shape of the shoe, the operation being done by small rotary knives set in a machine. The heels are burnished by machinery, equipped with a pad and brush.

In connection with the outsole department the



Part of the treeing room in No. 2 factory

the air circulation, and can be shut off entirely independent of the air current, which is desirable to maintain at all times. All the air of the room passes through the humidifier and is washed and humidified, thus assuring a uniform circulation of the air and condition of the stock. A normal temperature of the room only is required, the air in the room being circulated seven times per hour. The leather is stored on racks and shelves, so constructed as to permit of the free circulation of air.

In the finishing room, different finishes are put on the bottoms, according to the class of shoe, by staining inks put on by brushes. The treeing department is on the same floor, and here the shoes are given the last touches. Every shoe is examined before it goes to the shipping room, which is adjacent to the treeing section.

The greater part of the machinery in the Tetrault



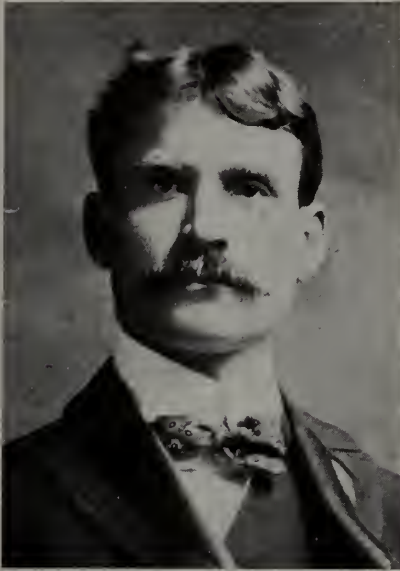
Mr. Albert Tetrault, Vice-president and General Manager



Mr. Nap. Tetrault, President



Mr. P. A. Doig, General Sales Manager



Mr. T. A. Robinson,  
Superintendent, No. 1 Factory



Mr. W. V. Mathews,  
General Superintendent



Mr. J. B. Marcoux,  
Superintendent, No. 2 Factory

factories was supplied by the United Shoe Machinery Company of Canada, Limited, Montreal; the power folding and perforating machines, by the Peerless Manufacturing Co., Boston, and the Boston Machine Co.; and the button machines by the Reece Buttonhole Machine Co., Chicago. The humidifier was supplied by the American Moistening Co., Boston.

**Personnel of the Company**

Mr. Nap. Tetrault is the president of the company; Mr. Albert Tetrault, vice-president and general manager; Mr. Oliver Tetrault, general purchasing agent; Mr. Peter Doig, general sales manager; Mr. W. V. Mathews, general superintendent; Mr. T. A. Robinson, superintendent of No. 1 factory; and Mr. J. B. Marcoux, superintendent of No. 2 factory.

**Sell Them Extra Laces**

**M**OST people are provided against "breakdown" in almost every part of their attire except their shoes. When a shoe lace breaks it is generally necessary to put a knot in it until a new pair can be purchased. This is unsightly and troublesome. Why not educate your customers to buy extra laces with their new shoes? Even if the old laces do not break, they become worn and frayed and spoil the look of the shoes. Often people let them go because they just haven't got a new pair on hand to slip in. It would seem that there is splendid opportunity in the average shoe store to build up the findings department sales in this direction. A good assortment of laces is essential. Keep your stock neat and attractively displayed.



Mr. Oliver Tetrault, General Purchasing Agent  
On the right—part of cutting room, No. 2 factory



A portion of the  
Fitting Room,  
No. 2 Factory  
Tetrault Shoe  
Manufacturing  
Company



## Advantages of the Cash System of Doing Business

**D**URING my experience as a retail salesman, said a retailer the other day, I constantly had a growing feeling that I personally never would conduct a credit system if I ever had the opportunity to become a proprietor. Concessions had to be made, abuse had to be taken, shoes were returned for a new pair or credit on a new pair, that the customers under a cash system would never dream of doing. I looked at it as if it was opening a way for dissatisfaction among the patrons. After my employer wanted to be relieved from active work, insofar as shoe retailing is concerned, he gave my present partner and myself an opportunity to take over the business, which he had established 28 years prior. We, being rather young and our rations rather limited, as well as bounded together by our dislike to invest more than necessary, we decided to inaugurate a cash system from the very outset. Undoubtedly some of the former privileged patrons were a little disappointed, but nevertheless they fell in line with the rest of our patrons. We find after 10 years of trial that this method is far more profitable to us than if we had started out doing credit work.

### Fewer Complaints

It lessens the number of complaints, there are no concessions necessary which under a credit system could not be averted. There is no waiting for the cash. There is no luring away of good steady customers by their friends who might be owing us for

shoes they have purchased some time ago, but are as yet not paid for, in other words, friendliness exists as though we had extended credit to everyone that asked for same, and we on the other hand had no reasons for thinking or feeling any different. We either have the shoes on the shelves or the money in the cash drawer. The best possible method known to any line of business is cash or the goods. Besides we have less money tied up in the business, which also means better turn-overs, less worry about bad accounts, less interest to pay in case we must borrow from the bank, less money to be paid for postage, for office help, for books, statements, and many more things.

I sincerely trust that it will not be far away, when every retailer will have to conduct a cash business, on account of the present high cost of living, which makes it very difficult for many to make two ends meet. If a person, who tries to make an honest living and simply cannot, gets a wrong notion in his head and finds out that it will be an easy thing to get articles charged and pay (?) for same later, pursues that course it will mean many a lost dollar for the merchant.

### Pioneer Days are Over

The pioneer days are over with. Formerly the tiller of the soil received his money about the harvest time, and the rest of the year he was left to the good will of the merchant. Today, however, we find that the farmer gets his milk check every month, his products have a market almost any time of the month and he is in a better position to have money on hand than his forefathers were. The same applies to the working class. There was a time when the laborer received a check at the first of the month, but now some are paid every week, and others are paid every two weeks, which gives them a better chance to pay for articles as they go along.



## Montreal Has Attractive New Repair Shop

Shoe Craft, 315 Bleury Street, Have Their Workshop at  
the Back Out of Sight of the Customer



**I**N Montreal, as in many other Canadian cities, there is a want of attractiveness in a majority of the shoe-repairing stores. True, it is not always possible to make them spick and span, but a great deal more could be done in the way of orderliness. Shoe Craft, Limited, have recently opened a store at 315 Bleury Street, Montreal, which is a departure in some ways, from the ordinary repairing store. Instead of having the working portion of the shop in the front, in the usual manner, and with its accompanying dust and debris this is situated at the rear, and is cut off from the public gaze by curtains.

The front section of the store is occupied by a waiting room, with four or five chairs, where the goods are received and entered. Here is a very neat show case filled with a large variety of findings, such as laces, polishes, heels etc., and behind the counter is a shelf on which repaired shoes awaiting customers are placed. A cash register, together with ledger, etc., are at one end of the counter.

The bench and machine work is all done at the back of the building, and the completed work, after being inspected, is wrapped and delivered, or held until called for. Above the machine room, which contains a reserve stock of findings, is a gallery, used as an office by Mr. S. F. Tilden, the secretary-treas-

and as a result, not a single pair of shoes has been lost.

Shoe Craft handles the repairs of many of the large shoe retailers in Montreal and makes a specialty of catering for the shoe repairs of out-of-town re-



22 ft. U.S.M. outfit in Shoe Craft shop, Montreal



Front office and waiting room of Shoe Craft, Montreal

urer and manager, who states that the company's policy is to see that only the highest class of workmanship and the best grade of material on the market go into the repairs.

A complete checking and filing system is in use,

tail shoe stores, the object being to give prompt despatch to these orders and, if necessary, to ship the goods by parcel post or express within 24 hours of their receipt.

The trim of the window is out of the ordinary. It contains a few shoes, the feature being a badly worn shoe and its fellow neatly repaired, the accompanying card stating: "Note the difference after being repaired by Shoe Craft." On either side is a show card, very artistic in appearance, calling attention to the work of the store. One reads: "While You Wait: Rubber heels, 10 minutes; sewn soles, 25 minutes; soles and heels, 35 minutes. Why not wait in a clean store?" The other states: "Our prices are not higher than an ordinary cobbler's; but our work is infinitely better."

The 22-ft. shoe repairing outfit was supplied by the United Shoe Machinery Company of Canada.

### What He Was.

Colonel (a great sufferer with corns)—Look here, sergeant, I believe you have a man named Smith, who is a chiropodist

Sergeant—Misinformed, sir—'e's Church of England.

The Montreal leather market shows little or no change over last month. Prices are about the same, although hides are a little firmer.

# London Shoe Repairers Re-Organize into Better and Stronger Association

THE London shoe repairers met on October 15th to elect their officers for the coming year and to reorganize into a better and stronger association. The election results were as follows: President, Mr. E. Thorne, Secretary, Mr. Chas. E. Steven, and Treasurer, Mr. John Russo.

The shoe repairers in London, organizing about two years ago, adopted a common price list and undertook to set a common business standard for all



Mr. E. Thorne, President London Shoe Repairers' Association

members of the association. This fall, however, they felt the need of greater co-operation, so set to work to have all the shoe repairers in London in the association. The association has now thirty-five members. That means that practically every shoe repair man in town has identified himself with the organization.

"We organized because we had to" is the reason the president, Mr. Torne, gives for the existence of the association. The rapidly advancing prices of leather, findings, wages and the necessity of a new advanced price list made the shoe repairers think that it would be better for themselves and the public to have a uniform standard price list, than for each shop to raise their prices as they thought fit.

They have made the discovery as a result that the majority of their customers are more interested in quality and service than advanced price lists. The new list is as follows:

Men's whole soles, sewn . . . . .	\$2.50
" Neolin . . . . .	1.75
" half soles, sewn . . . . .	1.75
" half soles, nailed . . . . .	1.40
" whole heels, leather . . . . .	1.00
" whole heels, rubber . . . . .	75c
" heels straightened, leather . . . . .	50c
" rubber heels . . . . .	50c
" gussets . . . . .	1.00
" toe caps . . . . .	75c
" counters, per pair . . . . .	1.00

Boys' 1 to 5½, half sales, sewn . . . . .	1.50
" half soles, nailed . . . . .	1.25
" heels straightened . . . . .	40c
" toe caps . . . . .	50c
Youths' 11 to 13½ half soles, nailed . . . . .	1.00
" half soles, sewn . . . . .	1.25
" heels straightened . . . . .	35c
Little gents' 8 to 10½ half soles . . . . .	80c
" heels straightened . . . . .	35c
Patches . . . . .	20c up
Rips . . . . .	10c up
Ladies' whole soles, sewn . . . . .	2.25
" half soles, sewn . . . . .	1.50
" half soles, nailed . . . . .	1.25
" half soles, turned . . . . .	2.00
" heels straightened . . . . .	35c
" whole heels . . . . .	1.25
" rubber heels . . . . .	50c
" toe caps . . . . .	60c
" backstraps . . . . .	40c to 50c
" rubber heels put on . . . . .	35c
Misses' 11 to 2 half soles, sewn . . . . .	1.25
" half soles, nailed . . . . .	1.00
" heels straightened . . . . .	35c
" toe caps . . . . .	40c
Girls' 8 to 10½ half soles, sewn . . . . .	1.00
" half soles, nailed . . . . .	75c
" heels straightened . . . . .	35c
Infants' half soles, nailed . . . . .	65c
" heels straightened . . . . .	35c
" shoes dyed . . . . .	50c
" buttons . . . . .	25c

In addition to setting a new price list they have



Richmond Street Shop of the Modern Shoe Repair Company, London



Mr. A. Russo, with the Modern Shoe Repair Company, London, Ont.



Mr. John Russo, City Manager, Modern Shoe Repair Company, and treasurer of London Shoe Repairers' Association



Mr. Joseph Russo, London's original modern shoe repairman

adopted the Wednesday half-holiday for all the year round instead of the three summer months.

One part of the new policy is the cancelling of discounts formerly allowed on work received from shoe retailers. They now pay the same price for work as the individual customer.

London boasts of as well equipped repair shops as any city in the province. Business is good and labor is inclined to be scarce. There is a keen competition among some of the shops, but the rivalry, thanks to the association, is of a friendly nature. All the repair men are association boosters.

Mr. E. Thorne, the president of the association, was formerly with the Modern Shoe Repair Co., but



Mr. Charles E. Steven, secretary London Shoe Repairers' Association

now conducts a thriving business in East London.

Mr. Steven, secretary, is the proprietor of the Advanced Shoe Repair Co. He has been in London only a few years, but is a practical shoe man with many years' experience in the foremost factories in Canada. He is an enthusiastic supporter of "co-operation."

Mr. John Russo is treasurer of the association. He is also manager of London's most up-to-date shop

—"The Modern Shoe Repair Co." This shop was opened fifteen years ago by Joseph Russo. It outgrew the original Talbot St. premises, and in consequence, they removed to their present shop, at 505 Richmond St.

They were the first to open shop in London with the newest machinery, and may be considered the pioneers of good repairing. "Sick shoes made well" is their slogan.

Later Mr. John Russo joined Mr. Joseph Russo in business, and he at present takes charge of the London trade. Mr. Joseph Russo spends most of his time out of town, branch stores being operated in Glencoe and Bothwell, as well as the South London branch.

They believe in modern methods, and among other things consider motor delivery a necessity in their business.

## Too Many Repair Shops Neglect Their Window Displays

**T**HE trouble with the average repair shop is that it is still behind the times. And that's said with every kindly intention. Here is a case in point: The other day we called on a repairer who has a shop directly opposite a college—an excellent location on a car-line, where there is a good field in the surrounding residential district, in addition to the several hundred students who attend the college on the opposite side of the street. This repairer has two splendid windows—attractively (?) dressed with a few soiled and antique pieces of crepe paper, a half dozen boxes of polish and a heavy layer of dust, dotted here and there with the dead flies of last summer. Now, without stretching the truth unduly it may be said that this is too typical of the average shoe repairer's window display. Here and there we find exceptions, but not as a general thing.

Salesmanship is just as important in a shoe repair shop as it is in many other lines of merchandising,

and it is generally conceded that the show windows are the best salesmen you can have. Why not take advantage of them? There is no reason why a shoe repairer should not have as clean and attractive a business-getting display as the grocer, hardware man or the men's furnisher. There is little object saying or thinking a window display won't do you any good—that you haven't got anything to display anyway. Enterprising repair shop proprietors make frequent displays of polishes, laces, cleaning outfits, corn cures, arch supports and the numerous other foot remedies, methods of attaching soles, different makes of rubber heels, composition soles and so on—all with frequently changed and well-worded show-cards. This all tends to show the public that your shop is alive and up-to-date—you will increase your sale of findings and foot remedies to passersby and your shop will be first in their minds when the are in a need of a repair job.

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## More Care Should be Used in Handling Fine Footwear

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**W**HILE talking to a repairer the other day who was nailing soles on a pair of woman's McKay oxfords, he remarked that he was being particularly careful about the job because they were fine shoes. Immediately afterwards, however, he tossed them half way up the shop towards the finisher. These oxfords were of fine brown kid and who can say that they were not badly scuffed by coming into such violent contact with a rough floor. Some kinds of kid are very delicate and will rub off on the surface with a very light blow—certainly much lighter than that occasioned by a shoe being thrown a distance of fifteen or twenty feet. It would appear that many repairers could well look to their manner of handling fine shoes. It cannot be expected that woman will look favorably upon repair shops that return shoes with uppers marked and scratched.

Only a few days ago a lady remarked that she had three pairs of shoes that needed toplifts on the heels but she was afraid to take them to get fixed because on previous occasions her shoes had been damaged and the work done carelessly. Repairers should strive to approach the standard of factory appearance in their finished work. Every perfect job tends just that much to increase the favorable sentiment of the wearers of fine footwear.

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## You Waste Time When You Do Not Sort and Wrap Finished Work

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**W**E asked a repairer the other day, while he was finishing some shoes, why he did not rub off the uppers while he was polishing the bottom. "Waste of time," he replied. "No use doing anything you don't get paid for."

A few minutes later a customer came in and presented his check for a pair of shoes. The repairer commenced looking through his pile of finished shoes—about thirty pairs all piled pretty much in a heap—

and it was an appreciable length of time before he uncovered the right ones—two or three times as long as it would have taken to rub up a pair of shoes on the finisher. He goes through this time-wasting operation every time a customer comes in and yet says he cannot "waste" the time to rub the dust off the uppers.

Very few shops pay sufficient attention to this matter of placing their finished work. In some of the up-to-date repair stores in the large cities they wrap the work immediately it is finished and place it on shelves in the order of the number on the tag so that when the customer comes in the shoes are easily located and are ready to hand out without delay or fuss.

Certainly the method at present used by many shops is far from attractive. Shoes of fine quality and delicate shade are mixed promiscuously with heavy work boots, all in one common dumping pile. Aside from the unfavorable impression created upon the customer the repairer would save a great deal of time that could well be devoted to other matters more profitable from a business-getting standpoint if the work was properly sorted and wrapped after leaving the finishing machine.

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## The System of Marking Work Has Many Advantages

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**I**F your repair shop is of a large proportion, it is well to have a little mark of some kind for each worker so as to distinguish one's work from another. A plan may be adopted as the following: One workman may place a nail at the centre of the shank part of the sole and in advance of the regular nailing line. Another workman may place a nail ahead of the nailing line at one corner of the sole, while another may place two nails, one at each corner of the sole, etc. It is not hard to see the advantage of this method, since each workman will do his best to make his repairing come up to the standard, and it will also enable the employer to determine whether or not the shoe has been repaired in his shop or some other. Some people will bring shoes in that have given unsatisfactory wear for one reason or another and claim that those shoes have been repaired in that shop, while in reality they have not. This nail system will guard against it.

When shoes are so marked the workman knows he is responsible for that particular job and he cannot place the blame on anyone else, and a system that causes such conditions to exist cannot be too highly praised.

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## Novel Advertising

**T**HE Blue Ribbon Shoe Shop of San Antonio, Texas, have a clever advertisement scheme in which they issue a coupon book. The customer buys the book for a given sum and then by paying for his goods with coupons he saves a discount. The feature of it is that it draws new customers to the shop, and they claim that their business is materially increased since using the book.

# Making Show Windows Catch the Elusive Dollar

Mr. Consumer Has a Dollar Which He Can Spend—All the Merchants in Your Town, and the Mail Order Houses to Boot, are Competing for That Dollar—It's Up to You to Get It

**T**HERE is a thought which you should keep in mind when the question, "Why advertise or bother with window displays?" comes up.

Even should you happen to be the only merchant in your town who is selling footwear, do not get the idea that you will get all the business anyway, and therefore do not have to advertise. Some short-sighted merchants have harbored this notion—to their sorrow.

You will get all the business there is in your locality—without advertising—but there won't be much to get simply because some other more wide-awake merchant selling shoes or sealing wax advertises and gets the dollar first.

Therefore, we say this—and your common sense will tell you there is truth in the statement—if your window displays do not stop Mr. Consumer, make him, look and feel your appeal, he will go down the street and part with his money elsewhere.

Don't overlook the fact that other merchants are competing for your business too. The department store has its eye on it. The mail order houses too.

We mention these facts to show the urgency of your looking at the matter from a common sense, merchandising angle. In order, therefore, to help the dealer who has perhaps not had much merchandising experience and has had less experience in window advertising we are giving here a few suggestions which others have found good and a few pitfalls which should be avoided.

## Display Merchandise—Don't "Trim" Your Window.

A window trimmer, as the name implies, too often does just that—he trims the window. He has the idea that his duty is to make the window look "pretty," and "trims it up" until it does. You have seen windows of that sort. You have probably stopped and looked at them, admired them and turned away with the remark, "That was a pretty window." But what was displayed in that window? Can you remember? Probably not.

The display man has learned to show merchandise in his window with the sole idea of selling. He has learned to emphasize the goods which he wishes to sell—not the "trimmings." He may dress the window so as to artistically and effectively display the merchandise. But all the dressing and "trimming" he puts in the window is for the sole purpose of making the goods themselves stand out more strongly—making them sell.

### Some Do's and Don'ts.

1. Keep your windows clean. Have them washed frequently. If your own employees haven't the time, get outside help—it will pay.
2. Change the displays frequently—at least once a week
3. Don't crowd your window.
4. Avoid the other extreme; too little in a big window will cause the merchandise to be "lost."
5. Sell one class of shoes at a time in your display. A clearance sale is about the only time when you can safely show different kinds of merchandise at one time.
6. Card holders are useful. They'll keep price cards from falling over on their faces.
7. Make your display attractive to the eye—and the purse—but don't make it so "pretty" the merchandise is forgotten in admiration of the "trimmings."
8. Make your store front reflect you. It is the exterior which most people see. Impressions are made by exteriors.
9. Put the emphasis on the goods—not on the decorations.
10. Use art only to create a desire to buy the goods displayed.
11. Flatter the window shopper by showing merchandise a little better than you think he can afford.
12. Don't go to extremes and show \$20 merchandise in a \$10 neighborhood.
13. Be sure your window lighting is the best obtainable.
14. Have the backing of your window high enough to shut off view of the store interior.
15. Use a dark color in the background when displaying light colored goods, and vice versa. Get contrast.
16. To express coolness in a window use gray, light green or light blue for the color scheme.
17. To show warmth use reds, yellows, oranges—warm colors.
18. Dust out the window space frequently.
19. Never allow soiled or fly-specked cards or merchandise to remain on display.
20. To help the eye to travel quickly from a card to the object displayed connect the two with white tape or ribbon. An arrow will have the same effect.
21. Invest a little money in stands on which to better display your merchandise. It will pay.
21. Empty cigar boxes make good "building blocks" to erect most any size or shape foundation for a display.
23. Crepe paper, bunting and cheese cloth are inexpensive coverings and draperies.
24. Make your display fit the season.
25. Get ideas from merchants in other lines of business.
26. Plan your displays ahead—days and even weeks ahead.
27. Get all material ready for the new arrangement before the old display is taken out.
28. Keep a "Window Note Book." Jot down in it ideas you see what you may use later.

### Mr. E. D. Van Dine Passes

THE death occurred recently of Mr. E. D. Van Dine, for twenty years a traveller for L. H. Packard & Company, Limited, Montreal, his territory being between Toronto and Windsor. Mr. Van Dine was about forty-five years of age and was one of the best known travellers in his terri-



Mr. E. D. Van Dine

tory, being particularly well acquainted with shoe retailers and repairers throughout that district. His home was at 568 Sherbourn Street, Toronto.

### Death of Mr. Paul F. Payan

PAUL F. PAYAN, senior member of the firm of Duclos & Payan, tanners and manufacturers of counters, Montreal, and St. Hyacinthe, P. O., died on October 22, at St. Hyacinthe, after a brief illness. He was born in Men's, Department of Iser, France, on February 14, 1840, and was thus 79 years of age at his death. Mr. Payan came of an old Huguenot family, his father serving in the French army under Napoleon I. He came to this country at the age of 14, and worked in several towns before beginning an apprenticeship as a tanner in Roxton, P.Q. In 1873 the firm of Duclos & Payan was founded, with his brother-in-law, Mr. S. T. Duclos, in the town of St. Hyacinthe, where a very modest building was erected. Since then a counter factory has been added, and the firm has grown continuously, three of his sons being admitted into partnership in 1908.

Mr. Payan took a foremost part in municipal affairs; he was elected alderman in 1880, and resigned four years later. From 1910 to 1914 he was mayor of the city, and during his administration many improvements were made in the city. He was for many years chairman of the Council of Arts and Manufactures, and later president of the St. Hyacinthe Gas & Electric Company. Being of Huguenot ancestry he was a staunch supporter of Protestantism, being a member of the Presbyterian church. In politics he was an ardent and broad-minded Liberal.

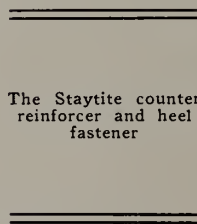
He leaves a widow and eight children: Messrs. L. F. Payan, J. R. Payan, and E. D. Payan of St. Hyacinthe; Mrs. A. A. Auger of Jamaica, N.Y.; Mrs. F. W. Moseley and Mrs. E. S. Fee, of St. Hyacinthe;

Mrs. Jas. Morton, of Norwich, Conn., and Mrs. H. W. Shields, of St. Hyacinthe.

Mr. Payan had a very large circle of business and social friends, who esteemed him for his commercial integrity and genuine qualities. To use the words of one of his friends, "Mr. Payan was a gentleman in every sense."

### New Counter Reinforcer and Heel Fastener

THE International Supply Company, Kitchener and Montreal, have been appointed Canadian agents for the Staytite Manufacturing Company, Rochester, N. Y. This company has placed on the market a patented heel fastener and counter reinforcer, the invention of Mr. Louis Goldstone, a well known Rochester shoe retailer. Manufacturers in Rochester and other cities are already using this device which is made of fibre, shaped under



The Staytite counter reinforcer and heel fastener



high pressure, has a flange and is lasted into the shoe between the insole and counter and lining. This permanently prevents curling of insoles caused by excessive perspiration. The company state that the innersoles now used are so light that they do not give the heel sufficient foundation or base to hold nails, causing heels to easily come loose and pull off. The weight of the foot on the heel and constant pounding on the walks also causes the heel to buckle at the breast, to the discomfort of the wearer. It is claimed that all these disadvantages are eliminated by the use of the Staytite reinforcer.

### Thirty Million Pairs of Standard Boots to be Made by British Shoe Manufacturers' Federation

UNDER the new British National Standard Boot Scheme it is anticipated that about thirty million pairs of standard boots will be produced and offered to the public by British manufacturers under the direction of the Boot and Shoe Manufacturers' Federation. Some of these boots were on display at the recent Shoe and Leather Fair in London. The retail prices will be approximately as follows:

- Men's.
  - Box calf walking boots (best grade)—48s. 0d.
  - Box calf shoe (welted)... .. 32s. 0d.
  - Popular walking boot (medium grade) 27s. 6d.
  - Heavy nail boots for agricultural workers ... .. 22s. 0d.
- Women's.
  - Glace kid boots (best grade) ... .. 32s. 9d.
  - Box calf boots (best grade) ... .. 30s. 6d.
  - Glace kid shoes (patent cap)..... 23s. 6d.

**Boy's.**

- Boots for school wear . . . . . 22s. 0d.
- Boots for Sunday wear . . . . . 26s. 0d.

**Girls'.**

- Glace kid boots . . . . . 18s. 9d.
- Walking shoes . . . . . 11s. 9d.

Mr. Owen Parker, president of the Federation, states that their idea is to so regulate the shoe industry during the period of re-adjustment that the public will be sure of getting a first-class product, and that there will be no possibility for excessive charges in any of the stages of production or retailing. Profits in each section are to be restricted and every pair of boots will have the retail price plainly marked on the sole.

**EXCLUSIVE FALL FOOTWEAR**

FOR MEN. WOMEN AND CHILDREN



¶ In the past year we have built up an enviable reputation for high-grade footwear at the lowest prices, which has doubled our business.

¶ By purchasing your shoes now we guarantee to save you from \$2.00 to \$4.00 on each purchase.

¶ **SCHOOL BOOTS**—You will need a new pair of School Boots for the girl or boy. You can rely on our shoes for wear—and lowest prices.



**CASHMAN'S** 850 COLLEGE ST.  
PHONE COLLEGE 8160

Blackford Onyx Shoe \$10.50  
Black Seal Kid

Classic for Growing Girls    OUR GUARANTEE—We guarantee every pair of boots for fit and wear or money refunded.

Cashman's, 850 College St., Toronto, advertise with blotters which are distributed from house to house in their district. The blotter idea has found considerable favor with shoe retailers.



Factory of the Murray Shoe Company, London, Ont., showing new addition which will give full five stories

**A Great Invention**

**I**T was their first morning home from the honeymoon. Breakfast was upon the table—smoking omelette, steaming coffee and heaving biscuits. Siberia Spoolesdorf looked her loveliest and pinkest in a simple poppy-splashed negligee of cloth of gold, with a cap of pink fishnet trimmed with adorable spingles of flashed upon her pretty golden knob.

Pride was upon her face as Newton Spoolesdorf picked up a biscuit between thumb and forefinger, leaned back in his chair and looked at it approvingly. He smiled, so he must approve of it, thought Siberia.

She beamed upon him lovingly and awaited his praise.

Then Newton Spoolesdorf pinched the biscuit, turned it over and it wasn't until he had tossed it up in the air several times and caught it as though to ascertain its weight, that Siberia became suspicious. She eyed him coldly and a slight frown appeared upon her otherwise smooth and shining forehead. Was it possible there was something wrong with her biscuits? Could it be? Could it???

"My dear," began Newton Spoolesdorf, "this biscuit is quite light."

"Ah," breathed Siberia in relief.

"—for its weight," finished Newton.

"Newton Spoolesdorf," sobbed Siberia, "I hate you—"

"As a biscuit, my dear, this thing is no good, but—"

And Newton Spoolesdorf triumphantly hammered one on the heel of each foot.  
Presto! The first rubber heels.


**Ahrens' Second Annual Ball**

**T**HE second annual ball of the Charles A. Ahrens Company employees was held in Masonic Hall, Kitchener, on Wednesday, October 29.

A good orchestra was in attendance and dancing and progressive euchre were the two leading attractions of the evening. About three hundred attended the gathering which was very enjoyable from every viewpoint. A novel dance program was arranged as follows:

- |                      |                     |
|----------------------|---------------------|
| The Chums            | Waltz               |
| Everybody            | Paul Jones          |
| The William          | Fox Trot            |
| How Dry I am         | Ontario One-Step    |
| A Schatzke Special   | Moon Waltz          |
| Miller Glide         | One Step            |
| The Skinnners' Blues | Fox Trot            |
| Buffet Luncheon      |                     |
| Novelty              | One Step            |
| The Voters' Dream    | Rye Waltz           |
| Office Special       | Fox Trot            |
| Committee            | Waltz               |
| The Victory          | Spot Light One Step |
| Home Sweet Home      | Waltz               |

Miss Ada Skinner carried off the ladies' first prize for euchre and Mr. Herman Oberer, the men's first prize. The consolation prizes went to Mrs. H. E. Ahrens and Mr. Harvey Rimer. The committee in charge of arrangements consisted of Miss Ada Skinner, Miss Nellie Ball, Miss Gertie Huebschman, Mr. Albert Hoffert and Mr. W. S. Fox.



Ventilated Shoe Tree placed on the market by the O. A. Miller Treering Machine Company, Brockton, Mass.—A good accessory for the findings department

**The Soleful Countenance**

"Why, you seem to remember me," gurgled the friendly matron to the cordial clerk.

"Sure I do! Why, I never forget anybody's face that I ever fitted a pair of shoes on!"

## Quebec Makers Requested to Send Quotations on Work Boots to England

**T**HROUGH the Quebec Board of Trade, Dr. P. Pelletier, Agent General of the Province of Quebec in London, Eng., requested the shoe manufacturers of Quebec City to send quotations for working men's shoes for England, f.o.b. Canadian ports. The cable was passed on to the Quebec Boot and Shoe Manufacturers' Association, who replied by cable, asking what kind of working shoes was required; stating that samples must be sent before prices could be quoted, and requesting that samples be sent to Canada. Dr. Pelletier replied that every kind of working shoe was required.

It was stated that many of the manufacturers were unable to take orders, and this statement was elaborated by Mr. H. V. Gale, president of the Association. He said that the manufacturers would be pleased to have an opportunity to quote, but they must have full particulars, as there were so many varieties of working shoes and consequently different prices. If good-year welts were wanted, he was doubtful whether any manufacturers could supply the goods, as the makers of welts were heavily booked with orders for Canadian customers for many months. The manufacturers of the city were alive to their responsibilities and if opportunity arose whereby they could increase the capacity of their factories by accepting orders from overseas they would do so, but such business must be placed before them in a more practical form than heretofore.

It had been asserted that manufacturers were handicapped by reason of the restriction on outside

labor imposed by the Boot and Shoe Workers' Union, but this was denied by the Union. On the point of labor, Mr. Gale declared that a better understanding and a gradual improvement in working conditions could only be obtained by meeting representatives of the different branches of the Union from time to time, and discussing various matters of trade and different problems connected with the industry that frequently arose from the change in styles, and improved methods of manufacture.

J. E. Samson, Regd., and Duchaine & Perkins have intimated that they will send prices and samples to England.

### Early Closing Decision

**A** POINT of interest to shoe retailers has been decided by Mr. Justice Duclos in the Superior Court, Montreal. It relates to the much disputed early closing law recently passed by the Montreal City Council. This has been opposed by some of the smaller retailers, who claim that it is oppressive and is of chief advantage to the departmental stores and large traders. A petition was presented to the court, asking for an injunction to prevent the law being enforced. It was argued that the provincial law under which the Council acted, was unconstitutional and ultra vires; further that the municipal by-law was so unreasonable, unfair and oppressive as to be a plain abuse of the power conferred upon the municipal authorities of the city. Justice Duclos held that in view of a previous decision the provincial law was within the powers of the Provincial Legislature, and further that the municipal by-law was drafted to eliminate any elements of unfairness in the previous by-law. He therefore dismissed the petition.

## FOOTWEAR FINDINGS

### Happenings in the Shoe and Leather Trade

Mr. Ed. Lynch, representing the Regal Shoe Company, is now on his territory in Eastern Ontario and Quebec. He was showing the Regal lines at the King Edward Hotel, Toronto, a week or so ago and reports many splendid orders.

A Dominion charter has been granted to Aetna Shoes, Limited, Montreal, Que.

Fry Brothers have taken over the boot and shoe and leather goods business of E. B. Newman, Hamilton, Ont.

The stock of F. C. Taylor, shoe retailer, Ottawa, Ont., was recently sold at 85½ cents on the dollar.

Wendman & Namerow, hide and skin dealers, Cowansville, Quebec, have registered.

Messrs. Walter Smardon, of the Smardon Shoe Co., Ltd., Montreal; J. E. Warrington, of the John Ritchie Co., Ltd., Quebec, and W. H. Miner, of the Miner Rubber Co., Ltd., Granby, have been elected members of the executive committee of the newly formed Quebec division of the Canadian Manufacturers' Association.

The Ames-Holden-Felt Company, Limited, have been granted a Dominion charter.

The Fortin Napoleon Shoe Company, Limited, shoe manufacturers, Montreal, have secured a charter.

Adam Taylor, of the Taylor-Forbes Company, Guelph,

Ont., met with a painful accident recently when he fell out of one of the windows of his home. His injuries were of such a nature that necessitated his removal to the hospital, but reports indicate that he is recovering nicely.

The plant of the Ideal Shoe Company, Elmira, Ont., has been offered for sale by the village council.

The Ames-Holden-McCready factory at St. Hyacinthe, Que., is entirely devoted to the production of work shoes and has a capacity of 4,000 pairs a day.

Work is proceeding on the erection of a factory for the Mount Royal Rubber Company, Montreal, which will be used for the manufacture of rubbers, rubber boots, and so on. Mr. T. H. Rieder is president of the company.

P. J. Sheeman, proprietor of the Progressive Shoe Repair Parlor, Montreal, has registered.

The name of L'Epee Van Horne Shoe Hospital is among recent registrations. Their place of business is Montreal, and Mr. Maxim Baron is proprietor.

L. Aberhardt, boot and shoe dealer, Rodney, Ont., is selling out.

The business of Margaret E. Lemire, shoe retailer, Tilbury, Ont., has been taken over by M. L. Taggart.

According to returns tabled in the House of Commons,



hides to the value of \$2,761,397 have been exported from Canada since the placing of the embargo, while leather to the value of \$2,053,601 has been sent out of the Dominion. The report indicates that no application for export license has yet been refused.

The French Association of Leather Merchants and Shoe Manufacturers has proposed to the Minister of Reconstruction that he hand over the commissariat stock of leather which they undertake to make into shoes and place on the market at \$8 a pair. There is said to be sufficient leather for a million pairs of shoes and the proposal has been accepted by the government.

F. A. Todd, formerly credit manager of the Dominion Rubber System, has been appointed manager of the Montreal factories of the Canadian Consolidated Rubber Company.

Peter Doig, general sales manager of the Tetrault Shoe Manufacturing Co., Montreal, has been on visits to Quebec and Toronto.

R. E. Jamieson, president of the Dominion Rubber Sys-



Mr. Hector Champagne, who represents the Canadian Footwear Co., Ltd., in Montreal, calling upon the retail trade. He has been with the firm for about one year, and has met with very considerable success.

tem Selling Companies, and A. E. Massie, manager of the Footwear Department of the Dominion Rubber System, have been on a three weeks' visit to the Prairie Provinces and British Columbia.

Three additional storeys are being added to the Regina branch of the Dominion Rubber System. This will give much-needed facilities to the branch.

Theo Galipeau, manager of Dufresne & Galipeau, Ltd., shoe manufacturers and jobbers, Montreal, died on October 29, after a month's illness, aged 46. He spent most of his business life as a shoe traveller, representing Daoust, Lafonde & Co., Montreal, for several years. About ten years ago he started in business with Mr. Dufresne, and for the greater part of the period was on the road for the firm. Mr. Galipeau was well liked, and widely known as a shoe traveller.

P. L. Higgins, shoe retailer, Moncton, N.B., has been elected president of the New Brunswick Retail Merchants' Association. H. W. Rising, of St. John, was elected auditor of the Association. These elections took place at the fifth annual banquet in St. John on October 10.

A shoe store has been opened at 244½ Main Street, Winnipeg, by Sergeant Neild, who recently returned from overseas.

H. Arnold, formerly with Nickle's Boot Shop, Calgary, has gone on the travelling staff for Ames-Holden-McCready.

A shoe repair shop has been opened in Trenton, Ont., by Mr. Truman, whose brother operates a repair shop in Toronto.

A new shoe store has been opened in Belleville, Ont., by Holmes and Murdoff, who also have a store in Trenton. Mr. E. G. Jones is manager of the Belleville store.

Yeomans and Tilbrook have taken over the business of J. F. Griffin, shoe repairer, Belleville, Ont. Mr. Griffin has gone to London, Ont.

Mr. Mahaffy, proprietor of the Premier Shoe Repair Stores, Toronto, has sold his Harbord street store.

It is reported that the Firestone Tire and Rubber Company will erect a factory in Barton County, near Hamilton.

E. L. Stewart has been appointed manager and buyer for the shoe department of F. R. McMillan Company, Saskatoon. He was formerly with Getty & Scott.

The business of John McKeown, Belleville, Ont., has been taken over by W. M. Leslie, who was with Vermilyea & Son for eighteen years.

J. A. Scott, of Quebec, accompanied by Mrs. Scott and their daughter, sailed recently for Europe, where they will visit the grave of their son, Harold, who was killed in action and buried in France.

C. Wright has bought the boot and shoe business of Brodie Brothers, Toronto.

Arnett & Needham have taken over the shoe business of S. J. Esber, Toronto.

The wholesale shoe house in Montreal so long trading under the name of James Robinson, has been changed to the James Robinson Company, Limited.

A Montreal retailer has just sold a pair of pumps, costing \$72, of which \$40 were for the buckles. The pumps were made to order.

C. Dufresne, of Dufresne & Locke, Ltd., Maisonneuve, was a recent visitor to Toronto, London and other points in Ontario.

Dufresne & Locke, Ltd., Maisonneuve, are remodelling the interior of their factory, increasing the capacity one-third.

A. L. Dupont, of Dupont & Frere, Maisonneuve, recently visited Toronto.

J. P. Cook, shoe retailer, London, Ont., was recently in Toronto.

Fred H. Ahrens and W. S. Fox, superintendent of Charles A. Ahrens, Limited, Kitchener, recently returned from a two weeks' trip visiting the trade in Philadelphia, Wilmington, Del., New York City, Boston and Buffalo.

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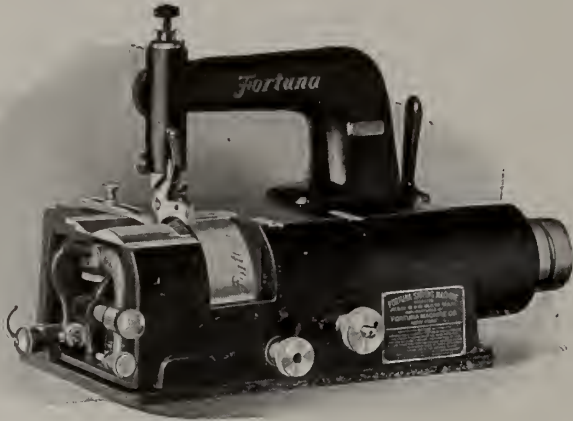
**SHOE TRAVELLER WANTED** to carry a line of Shoe Laces and Shoe Findings. Good commission paid. Address "Laces," Box 1934, Montreal. 11

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**WANTED—POSITION AS TRAVELLING SALESMAN** for the Maritime Provinces, with well established line. Married man, 36 years of age. Active, and can furnish A1 references re ability, habits, etc. A. B. C., Box 970, Footwear in Canada, Toronto. 7-tf.

# Fortuna

## Skiving Machine



For Manufacturers who Skive Leather, Felt,  
Cork, Rubber or Paper

Used extensively by Manufacturers of  
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE  
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

**Fortuna Machine Co.**

127 Duane Street - NEW YORK

# Jobbers Should Note!

## New Castle

Quality  Kid

Supplies either glazed or natural  
surface, black or colored, this  
famous product is always reliable  
and uniform in quality.

Quantities shipped promptly.  
Samples supplied.

Canadian Agents for  
**FRED RUEPING LEATHER CO.**  
Calf and Side Leathers, Ooze Splits and  
Barrett & Co. Skivers.

**New Castle Leather Co.**  
NEW YORK

Canadian Branch:—335 Craig St. W., Montreal  
Factory:—Wilmington, Del., U. S. A.

# If You Value Time, Put in the

## OPEN SIDE BLOCK PLANER

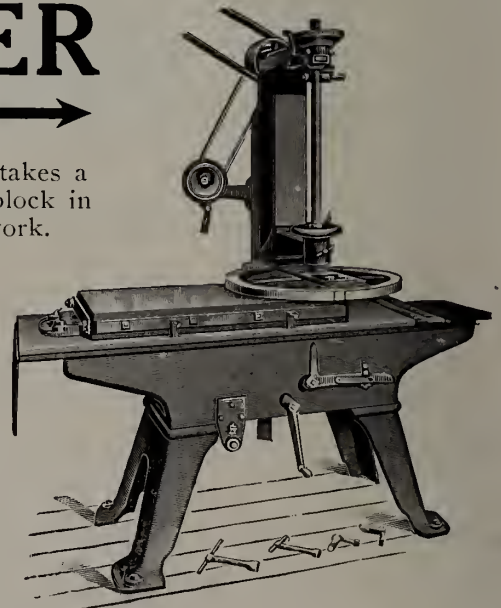
For  
**PLANING  
CUTTING  
BOARDS  
CLICKING  
and  
DIE  
BLOCKS**

Does the work in a few minutes that it takes a  
man hours to do and keeps the board or block in  
good condition—far better than by hand work.

It will give a smooth, true, paralleled  
surface in a very short time; is very  
easy and simple to operate. Rigid and  
strong, it will give lasting service. Soon  
pays for itself by the great saving in  
time effected, as well as in the saving  
of your dies.

Machine is equipped with an effective  
chip and dust hood, making it both clean  
and safe.

Make further enquiries about this valuable machine. A line  
from you will bring further particulars.



**The Louis G. Freeman Co., Cincinnati, Ohio**

Canadian Representatives—INTERNATIONAL SUPPLY COMPANY  
Kitchener, Ont. Montreal, Que.

On and after Oct. 1st the Eastern Townships Shoe Co., of St. Hyacinthe, Que., will be known as

## La Maison Girouard Limitee

otherwise the organization remains the same, and we will continue to solicit your orders for :

"Eastern" White Canvas Shoes, "Eastern" Over-gaiters, "Eastern Felt Leather Footwear and Maltese Cross Rubbers



## Get the People "Coming Your Way"

Make your store a place where people will like to go—get them started and keep them coming. Getting them in your store is more than half a sale made.

Every issue of your trade journal is helpful—keep it as a reference.

READ IT THROUGH AND THROUGH

# FOOTWEAR

in Canada

**HAZEN B. GOODRICH & CO.**  
HAVERHILL - MASSACHUSETTS



TRADE MARK  
MANUFACTURERS

MEN'S & WOMEN'S SLIPPERS, OXFORDS, PUMPS

# Leathers

**Glazed Kid**

Black and all colors.

**Side Leathers**

All grades, all weights, all right

**Glove Leather**

Grain and splits, all kinds, all colors

# Shoe Findings

Buttons, Bows, Fabrics, Topping, Drills, Twills, Cottons, Cork Screws, Flannels, Cotton Threads, Ducks, Poplin

Canadian Representatives :

*Standard Kid Mfg. Co., Boston*

*The Thomas Lake & Whiton Inc., Boston*

You will confer a favor to us if you call on them when in Boston. They will surely interest you.

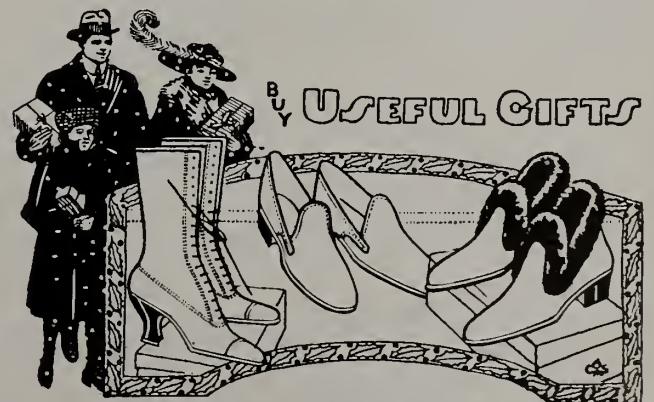
# Pierre Blouin Reg'd

QUEBEC  
60 Colomb St.

MONTREAL  
59 St. Peter St.

## A Special Offer to Shoe Retailers

12 ILLUSTRATION CUTS  
that will make your  
advertising get **\$9.25**  
you results - -



This is one of the series of twelve attractive illustrations we are offering at the above low figure. These cuts will make your Fall and Xmas advertisements distinctive from others and will rivet attention to your store. Send for free proof-sheet of the entire series to-day.

**Canadian Advertisers Service**  
108 Langford Avenue, TORONTO

## An extremely liberal profit

in handling this new Nufashond product. A leather-finish lace that is better than real porpoise laces.

Ask your jobber

Samples upon request. Write us today

The Narrow Fabric Co.  
Reading, Pa.

Makers of the famous Nufashond  
Fabric Tip Shoe Laces



## Up-to-Date and Quick Selling Lines of BOOTS AND SHOES



Our Spring and Summer lines of men's, women's, and children's footwear are meeting with unmistakable approval throughout the trade, judging by the flow of orders now coming in.

The excellent selection being shown by our travellers represents the best value you can offer your customers. Thorough shoemaking and reliable materials are combined in every line, all are priced very reasonably. Don't miss seeing them.

If our traveller hasn't called, drop us a card today.

### C. N. SABA & COMPANY

84 & 86 Wellington Street, W., - Toronto

# SHOE LACES

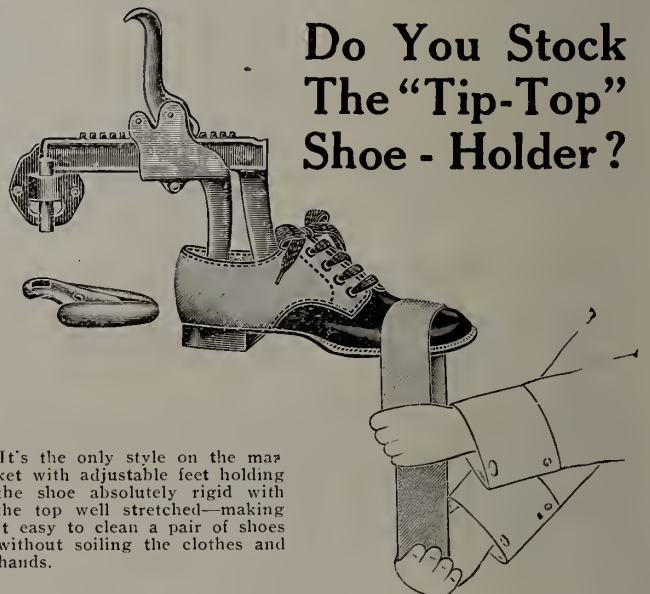
MADE IN  
CANADA

Supply

Shoe Manufacturers and Wholesale Trade  
only

Textile Manufacturing Co., Ltd.

439 Wellington Street West  
TORONTO



## Do You Stock The "Tip-Top" Shoe - Holder?

It's the only style on the market with adjustable feet holding the shoe absolutely rigid with the top well stretched—making it easy to clean a pair of shoes without soiling the clothes and hands.

Patented in Canada, U.S.A. and Great Britain.

Finished in Dull Nickel or Polished Nickel as required.  
Packed one set in Carton—one dozen sets in Case.

They sell to shoe shine parlors and also to the man who cleans his own shoes.

If you don't stock them send a sample order and show them to your customers—you will be pleased with the result.

Manufactured by

TAYLOR-FORBES COMPANY, Limited  
GUELPH TORONTO MONTREAL VANCOUVER

**The United States Hotel,** Beach, Kingston  
and Lincoln Streets  
**BOSTON, MASS., U. S. A.**

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

**JOBBERS**  
**HOCKEY BOOTS**



Our Hockey Boots have extensive sales and supply a wide demand at a reasonable price. The quality and workmanship put into their manufacture insure a first-class product on which you can realize a large and profitable turnover. Write us for samples.

**J. E. SAMSON ENR.**  
**QUEBEC**

**Middle and Western Canada**  
**Demands the Best**  
**in Footwear**

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.



Over 33 years in its field

**"CANADA'S GREATEST TRADE PAPER."**

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

**SURFACE KID** IN BLACK and COLORS

Beautifully pliable and with glove-like grain—Surface Kid is particularly suitable for dressy shoes.

It rivals the beauty of Real Kid and is very much cheaper.

Made in black and colors and sold at attractive prices. Send to-day for samples.

**BUTTS IN GUN METAL, DULL, GLAZED**  
**CABRETTAS, GLAZED KID, SHEEPSKINS**



Head Office  
491 St. Valier St., Quebec

**LUCIEN BORNE**

Montreal Office—225 Lemoine St.

## ALPHABETICAL LIST OF ADVERTISERS

Aird & Son . . . . .	11	Duchaine & Perkins . . . . .	67	Narrow Fabric Company . . . . .	64
Ames-Holden-McCreedy . . . . .	20	Dunlop Tire & Rubber Goods Co. . . . .	71	National Cash Register Company..	70
Armstrong, W. D. . . . .	80	Edwards & Edwards . . . . .	82	New Castle Leather Company . . . . .	62
Beckwith Box Toe Company . . . . .	77	Eureka Shoe Company . . . . .	26	Oscar Ouken Company . . . . .	80
Bennett Limited . . . . .	5	Fortuna Machine Co. . . . .	62	Panther Rubber Company . . . . .	Cover
Blouin, Pierre . . . . .	63	Franklin Machine Co. . . . .	82	Perfection Counter Co. . . . .	67
Boot and Shoe Union . . . . .	72	Freeman, Louis G. . . . .	62	Perkins & McNeely . . . . .	80
Borne, Lucien . . . . .	65	Galt Shoe Company . . . . .	10	Ritchie, John . . . . .	7
Boston Blacking Company . . . . .	66	Girouard, Le Maison . . . . .	63	Regal Shoe Company . . . . .	1
Brandon Shoe Company . . . . .	19	Globe Shoe Company . . . . .	78	Robinson, James . . . . .	12-13
Breithaupt Leather Co. . . . .	21	Goodrich, Hazen B. . . . .	63	Saba & Co., C. A. . . . .	64
Brodie & Harvie . . . . .	82	Goodyear Tire & Rubber Co. . . . .	68	Samson Enr., J. E. . . . .	65
Canadian Advertisers Service . . . . .	63	Hawley & Co., A. E. . . . .	75	Scholl Mfg. Company . . . . .	22-23
Canadian Consolidated Rubber Co. . . . .	3-28	Henwood & Nowak . . . . .	80	Slater Shoe Company . . . . .	18
Canadian Footwear Co. . . . .	14	Hinde & Dauch Paper Company . . . . .	82	Spaulding & Sons, J. . . . .	15
Canadian Shoe Findings & Novelty Company . . . . .	26	Hydro City Shoe Manufacturers . . . . .	76	Standard Kid Mfg. Company . . . . .	8-9
Champion Shoe Machinery Co. . . . .	73	International Supply Co. . . . .	6	Sisman Shoe Company . . . . .	77
Children's Shoe Mfg. Co. . . . .	76	Kelly, Thomas A. . . . .	81	Taylor-Forbes Co. . . . .	64
Clapp, Edwin . . . . .	75	Kenworthy Bros. . . . .	83	Textile Mfg. Company . . . . .	64
Clark Bros. . . . .	27	King Bros. . . . .	80	Tetrault Shoe Mfg. Co. . . . .	17
Clarke and Co., A. R. . . . .	84	La Duchesse Shoe Company . . . . .	67	Tillsonburg Shoe Co. . . . .	16
Cleland, Regd., James . . . . .	79	Lagace & Lepinay . . . . .	79	United Shoe Machinery Co., Ltd. . . . .	69-74
Cote & Son, A. A. . . . .	78	Lang Tanning Co. . . . .	25	United States Hotel, Boston . . . . .	65
Cote, J. A. & M. . . . .	79	Landis Machine Company . . . . .	81	U. S. Specialty Mfg. Co. . . . .	79
Daoust-Lalonde & Company . . . . .	4			Westcott-Whitmore Co. . . . .	24
Duchaine, Ludger . . . . .	67			Wheeler & Cummings . . . . .	81

## MADE IN CANADA

Our line of Channel Cements, Sole Laying Cements, Chrome Cements, and Surefold is a quality line.

The first consideration given to their make-up is QUALITY.

You may depend on them being as good a Cement as can be made.

# **Boston Blacking Company**

152 McGill Street, MONTREAL, Canada



## An Attractive Showing

"La Duchesse" McKay shoes for women and Turn Slippers for men will appeal to you on their merits as

High Grade footwear. You need look no farther for high grade shoes.

Handle "La Duchesse" Manufacture.

### "La Duchesse" Shoe Co.

Registered

M O N T R E A L

## "PERFECT"



—in every sense of the word

## The Perfect Counter

A fibre counter that puts a distinctive quality into your shoes which becomes apparent when the wear is strenuous, giving an excellent fit, unequalled comfort and satisfaction.

Try the "Perfect" and you'll endorse our statements.

### Perfection Counter Limited

699 Letourneux Ave. Cor. Ernest St.  
Montreal

# High Class Footwear

Worthy of the approval of Jobber and Dealer.

Combining an attractive appearance and durability, and giving exceptional comfort in wear, our

## Men's, Women's, Boys' and Youths' Welts and Medium McKays

are lines of high class footwear correct in style and quality.

*We Sell Jobbers Only*

## LUDGER DUCHAINE

593 St. Valier Street, Quebec City

# What Your Fellow Shoeman Thinks of Neolin Soles

## THOMAS SCARFE

Fine Shoe Repairing

Halifax, N.S., February 26th, 1919  
54 Cobourg Road.

Messrs. Goodyear Tire & Rubber Co.  
of Canada, Limited, Toronto, Ont.

Dear Sirs;—

During the past two or three years I have been watching with interest the development of Neolin Soles. I have also used some fibre soles, the makers of which claimed that they were as good as Neolin. I personally decided to make comparative tests.

I prefer to stitch Neolin over fibre soles or leather, as I can take tight tension and close stitch. It is an easy sole to cut in trimming, and the edge will set perfectly.

As to public demand, I have been satisfied beyond all doubt that Neolin is the sole the public will accept in preference to any other. I therefore found it to my interest to stock and offer Neolin to the public, realizing that I will give them value, which means a permanent and satisfied customer.

I trust that this bit of information may be of interest to you.

Yours very truly,

THOS. SCARFE (Signed).

## Many Types of Shoes are Built with Neolin Soles

Suppose you had only one leather-soled number on your shelves. How much of your demand for leather-soled shoes would you satisfy with such a stock? Yet some merchants think they can judge the sales value of Neolin Soles after stocking them

in only one last. Of course they fail to realize their due profit from the demand which exists for Neolin Soles.

The Goodyear Tire & Rubber  
Co. of Canada, Limited  
Toronto                   :-:                   Ontario

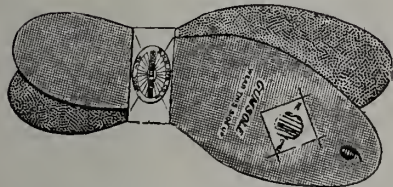
# Neolin Soles



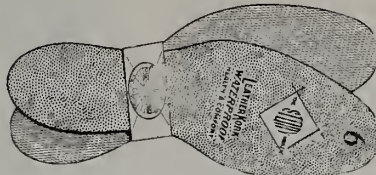


# INSOLES

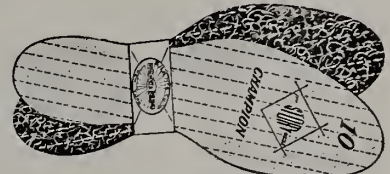
## FOR EVERY PURPOSE



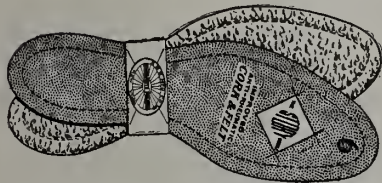
**GUM SOLE**  
A popular Cork Insole Gummed on one side.



**LEATHER KORK**  
A reversible Compressed Leather and Cork Insole.



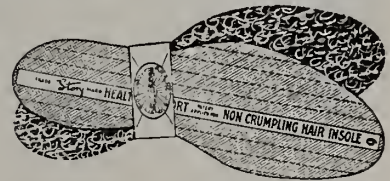
**CHAMPION**  
Washed quilted goat hair, and a special heavy, pliable red paper.



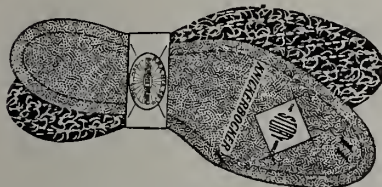
**CORK AND FELT**  
Anti-Rheumatic White Felt and Cork Insoling. Very well made.



**YANKEE INSOLES**  
A flexible compressed Cork Insole with Oil Cloth backing.



**NON-CRUMPLING**  
Washed quilted goat hair and heavy drab-green buckram. Braced with special heavy stay, ends protected and double stitched.



**KNICKERBOCKER**  
Washed quilted goat hair and water-proof sheet fibre to represent leather.



**LIGHTFOOT**  
A Thin Compressed Granular Cork Insole for close fitting shoes.



**ROUGH RIDER**  
Washed quilted goat hair on two sides, with heavy, pliable red paper filler.

**PREPARE FOR WINTER**  
**Order Your Supply NOW**

**WRITE FOR PRICES**

**United Shoe Machinery Company of Canada, Limited**  
**MONTREAL**

**TORONTO**  
90 Adelaide Street West

**KITCHENER**  
179 King Street West

**QUEBEC**  
28 Demers Street



## The needs of merchants have guided National Cash Register improvements

“**W**HAT the merchant needs” always has been—and always will be—our basic idea in making cash registers.

This business, as it stands today, is the result of constant study of merchants’ needs.

Every suggestion that we receive is investigated. The practical ones are adopted and given very exacting mechanical tests before they are manufactured.

During the past 10 years we have made 6,508 improvements in our product.

These improvements were added so that National Cash Register users could be supplied with machines that would give them the utmost possible service.

Modern National Cash Registers are practical, useful, accurate, and durable—the best we can make.

## Nationals are now used in 296 lines of business

The National Cash Register Company of Canada, Limited

### BRANCH OFFICES:

Calgary.....714 Second Street, W.  
Edmonton.....5 McLeod Bldg.  
Halifax.....63 Granville Street  
Hamilton.....14 Main Street, E.  
London.....350 Dundas Street  
Montreal.....122 Catherine Street, W.  
Ottawa.....306 Bank Street

Quebec.....133 St. Paul Street  
Regina.....1820 Cornwall Street  
Saskatoon.....265 Third Avenue, S.  
St. John.....50 St. Germain Street  
Toronto.....40 Adelaide Street  
Vancouver.....524 Pender Street, W.  
Winnipeg.....213 McDermot Avenue

Factory: Toronto, Ontario



## Soles

# —Suitable for All

On the World's Highway, there are so many feet—skipping, tripping, noisy, busy, vigorous and slow! Feet which the shoeman finds hard to fit, and those that are fitted with ease!

No two pairs exactly alike, and all travelling different roads! Yet all with one common need—to be shod; and that common need capable of being met to the satisfaction of all with “Acme” Soles!

“Acme” Soles make for **quieter** walking, and greater comfort—points which people of refinement everywhere are quick to appreciate.

Mothers with a houseful of active youngsters enjoy the minimizing of noise in the home, when the boys and girls wear “Acme” Soles.

“Acme” Soles give a surer footing on wet and slippery pavements, and on country roads.

Then, too, they wear longer than leather. They don't squeak. They are crack-proof and damp-proof. They improve the appearance of any boot, and they're as good as they're good-looking.

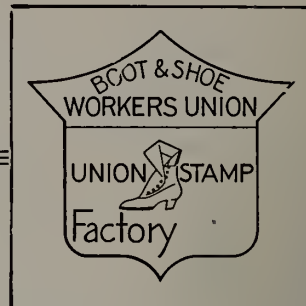
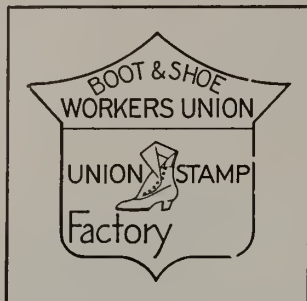
ALL SIZES AND VARIOUS THICKNESSES. COLORS: BLACK, WHITE and TAN. ALSO SUPPLIED IN SHEET FORM.

## Dunlop Tire & Rubber Goods Co., Limited

Head Office and Factories: TORONTO

BRANCHES IN THE LEADING CITIES





## THE RETAILER KNOWS

That Union Stamp shoes meet the demand of all the people all the time.

That Union Stamp shoes are the only shoes acceptable for the Union man and his family.

That Union Stamp shoes are made in all grades for every member of the family.

That Union Stamp shoes are nationally advertised in the labor journals of this country, creating a tremendous market for their sale.

That Union Stamp shoes bear one identifying mark—the official stamp of the Boot and Shoe Workers' Union.

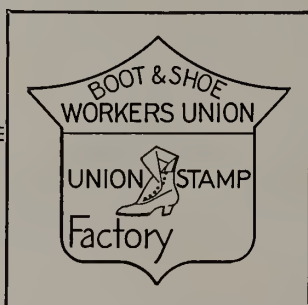
### Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 SUMMER STREET BOSTON, MASS.

COLLIS LOVELY, Gen. President

CHAS. L. BAINE, Gen. Sec'y-Treas.



# A Shoe Merchant

With a

# Champion Shoe Repair

## Department, said



Every customer for a new pair is a prospect for the repair department.

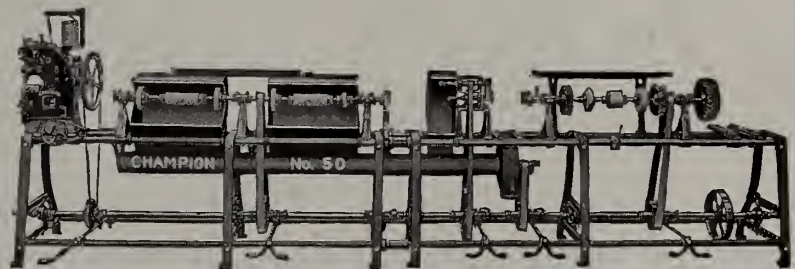
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion Machines are sold outright (no royalty) for cash or on monthly payments.**



Universal Model Curved Needle and Awl Shoe Stitcher — heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

**CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.**

Please send me particulars about a shoe store repair department.

Name ..... Street .....

City ..... State .....



Photographic Cut Showing Completed Fabrication of Steel from Corner

# SATISFIED CUSTOMERS

MADE THIS  
Big Addition to Our Factory  
NECESSARY

The purchase of extensive new equipment and the operation of night as well as day shifts in our Factory, show our confidence in the future of the Canadian Footwear Industries.

*We can supply your requirements*

**United Shoe Machinery Company of Canada, Limited**  
MONTREAL

179 King Street West,  
KITCHENER

90 Adelaide Street West,  
TORONTO

28 Demers Street,  
QUEBEC

**EDWIN CLAPP QUALITY**  
 HAS EARNED THE CONFIDENCE  
 OF MEN EVERYWHERE. PER-  
 SONAL RECOMMENDATION BEING ONE  
 OF ITS STRONGEST ASSETS.

THOUGH FOREMOST AS EXPONENTS  
 OF THE SMARTEST TENDENCIES IN  
 STYLES, WE STILL INSIST THAT THE  
 GOOD OLD FASHIONED PRINCIPLE OF  
 "HIGH QUALITY" IS THE KEYNOTE IN  
 FOOTWEAR TODAY.



THE PASADENA LAST  
 MADE IN ALL LEATHERS



*Edwin Clapp*  
 & Son Inc.  
 ESTABLISHED 1853

EAST WEYMOUTH, MASS., U.S.A.



**HAWLEY'S HYGIENIC BLACK British Dye**



**"Claim" Beware of the word.**  
 Its definition is clear—nevertheless it is  
 often found intentionally applied in a mis-  
 leading way.

There can always be a "doubt" about a claim, but a  
 "GUARANTEE" is definite—it cannot be used ambiguously.  
 Branded products of guaranteed merit are the Retailers surety and mainstay.  
 Hawley's Hygienic British Black Dye for Cotton or Thread Stockings and Socks is  
 guaranteed by Hawley's of Hinckley to be permanent, stainless and perspiration-  
 proof.

Advertising has made these guaranteed claims known to the general public who  
 have been made to appreciate this distinguishing mark.

**HAWLEY'S HYGIENIC  
 DYE  
 WARRANTED  
 STAINLESS & ACID PROOF**

**Hawley's  
 Hygienic  
 Black  
 British Dye**

For Cotton & Thread Hosiery & Socks.  
 Sole Dyers to the principal hosiery manufacturers  
**A. E. HAWLEY & CO., LTD.**

Sketchley Dye Works, Hinckley, England.

In addition to the ever-recognized demand for a  
 permanently fast black Dye on Stockings, Hawley  
 publicity has created new business which can be  
 taken advantage of by placing orders now for Cot-  
 ton or Thread Stockings or Socks Hawley-dyed-  
 Black—the guaranteed safe Hygienic Dye your cus-  
 tomers want and need.  
 Summer Breeze in Kensington Gardens, London, Eng.

# SHOES

**For  
Infants  
Children  
Misses and  
Growing  
Girls**

Serviceable footwear for active youngsters constructed to give exceptional wear where the wear is hardest.

Manufactured to allow perfect comfort and freedom to growing feet.

A line which will satisfy the parents and offers generous profits and rapid turnover to the dealer.

**Selling  
to  
Jobbers  
Only**

**Children's Shoe Mfg. Co., Limited**  
11 Belleau St. - - - Quebec City

**They're Leather—All Through**



# Hydro City Shoes

The line with an established reputation for consistent sales. The All Leather policy in the manufacture of Hydro City Shoes has made them a favorite line for retailers to handle because the better service given the wearer guarantees a pleased customer with every pair sold.

A splendid line of medium price shoes for you to offer your customer and one that will build steady and profitable returns to your business.

Mail orders will receive prompt attention.

**HYDRO CITY SHOE MFRS.**

Limited

KITCHENER

ONTARIO



# Jobbers--Insure a Good Turnover for 1920 by Handling

*Also see  
Samples of*  
**The Aurora  
Lines  
of  
BOX CALF  
and  
VELOURS**

## THE BEST EVERYDAY SHOES

Here's a line of shoes built for everyday service to the working class, and produced to give the best service in wear. Strength, combined with comfort and a high grade material throughout, make the Best Everyday Shoes essentially a splendid selling line because they command such a wide field of everyday sales.

If you are not at present handling this line, why not investigate its value to you for your 1920 trade to-day?

**The T. SISMAN SHOE CO., Limited**  
AURORA, ONTARIO

*Patented*  
Dec. 30th, 1913

*Patented*  
Oct. 26th, 1915

## *Vulco-Unit Box Toe*



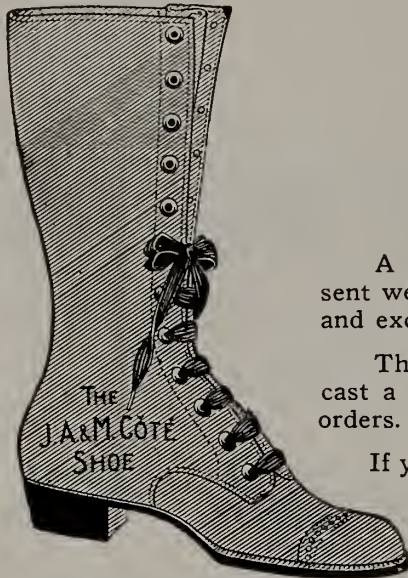
We do not make every  
box toe used in Canada,  
"But we make the  
best of it—"

**BECKWITH BOX TOE LIMITED**

Sherbrooke, Quebec, Canada

# YAMASKA

*has the  
approval  
of men*



A feeling of confidence is placed in Yamaska shoes because they represent well made footwear with a reputation for sturdy dependability in wear and exceptional foot comfort.

The distinctive satisfaction which Yamaska shoes give your trade will cast a reflection on your store which spells pleased customers and repeat orders.

If you haven't seen our new samples for spring—write for them.

La Compagnie

## J. A. & M. COTE

St. Hyacinthe, Quebec

# The Globe Pillow Welt

A genuine Goodyear Welt sewn right into the sole—a feature in our footwear for Misses, girls, children, and infants, which provides exceptional comfort and ease to growing feet.

The other points which add to the popularity of these shoes are the soft cushion sole and the soft cork filling between the inner and outer sole.



## GLOBE SHOE LIMITED

Factory TERREBONNE, QUE.

Selling Agents

L. H. PACKARD & CO., LIMITED  
MONTREAL, P.Q.



**Don't Say the Old Way is "Good Enough"—**

And waste valuable time stuffing your shoe tops with paper, etc., which distorts their appearance when at a small cost you can make your display shoes look trim and graceful. "ADJUSTO" BOOT TOP FORMS are quickly and easily adjusted—No springs to get out of order or screws to adjust. The slide does the trick—it expands the form and gives the shoe top a smooth graceful appearance and holds it in perfect position. Try this simple inexpensive way. The cost is small but results are great. Order enough for your windows to-day. Price \$3.00 per dozen, f.o.b. Pittsburg. If your jobbers cannot supply you, order direct.

**U. S. SPECIALTY MFG. CO., Pittsburg, Kansas, U. S. A.**  
*(Remember it's KANSAS)*

Model No. 2 for A & B widths  
 Model No. 3 for C & D widths  
 Model No. 5 forms up Spats, size 1 & 2.

# Women's McKays

Embracing quality and style introduced by skillful workmen with high-grade materials.

## Shoes for Men, Youths and Boys

A line of footwear that is distinctly high grade, yet attractively priced to appeal to those who demand style and quality at reasonable figures.

**Profitable  
 Lines  
 For  
 The  
 Jobbers**

**LAGACE & LEPINAY**

22 ST. ANSELME STREET

**QUEBEC**

*Largest Manufacturers in Canada*

—of—

# STEEL DIES

for

**Shoe and Rubber Manufacturers**

**Prompt  
 Service**

**Guaranteed  
 Work**

**JAS. CLELAND, REGD.**

16 St. George St., Montreal



## Our McKay Sewed and Standard Screwed Shoes

will stand plenty of hard wear. Made on foot-fitting lasts that will give comfort to the wearer and are durable. The range includes—Men's, Boys', Youths', Little Gents', Children and Infants' Black Chrome, Box Kip and Gun Metal Sides. Your jobber will quote you prices, or write us direct.

**A. A. COTE & SON, Limited**

Successors to St. Hyacinthe Soft Sole Shoe Co. Limited  
 ST. HYACINTHE, QUEBEC



*Pan American*  
**KID**  
Seal Brown and Black

**Perkins & McNeely**  
Philadelphia

Canadian Representative—  
**Ed. R. LEWIS**  
45 Front St. E., TORONTO



MANY MORE DESIGNS BESIDES THESE

**Make Your Show Windows Pay Your Rent**  
Many Sales are made on the Sidewalk  
**Window Display Fixtures**

A Wonderful set of Patented Interchangeable Window Display Fixtures for displaying Men or Womens' Shoes. Set will give 10 Years Good Service in effective trade pulling window trims.

The Fixtures you see above are only a very few of the designs that can be set up with the full set, besides hundreds of standard fixtures can be set up.



Made of Oak, either Golden, Antique or Weathered Finish. Set is put up in a Hardwood Hinged Lid Storage Chest, a good place to keep the extra Younits not in use. There are thousands of sets in daily use.

No. 101 Set has 220 Interchangeable Younits For Large Windows, **\$48.12**  
No. 101½ Set has 110 Interchangeable Younits For Medium Windows, **\$27.50**  
No. 101¼ Set has 55 Interchangeable Younits For Small Windows, **\$17.32**

Stock carried in Hamilton, Ont. Order direct or thru your jobber. Send for catalog. Patented and made in Canada.  
**The Oscar Onken Co. 5950 Fourth Street Cincinnati, Ohio, U. S. A.**

# Henwood & Nowak Inc.

**BLACKS**  
and  
**COLORS**

**95 South Street - BOSTON, MASS.**  
Tannery : Wilmington, Delaware, U.S.A.



**W.D. ARMSTRONG**

ENGRAVER OF FINE STEEL STAMPS & DIES  
230 CRAIG ST. W. MONTREAL, QUE. PHONE 675  
CRAIG ST. W. MONTREAL, QUE. PHONE 675

MY STAMPS ARE "UP TO DATE" IN DESIGN  
& ADD AN ARTISTIC FINISH TO YOUR SHOES  
WHICH WILL INCREASE YOUR SALES.  
ORIGINAL DESIGNS SUBMITTED

THE Established 1863  
**KING BROTHERS CO., LIMITED**  
WHITBY, ONTARIO

Manufacturers of  
**Chrome, Combination and  
Bark Tanned  
Side Upper Leathers**

Ooze, Flexible and Wax Splits for Home and  
Export Trade

## Good Pattern Designing Is An Acquired Art

Fitting the Lines of a Last is not a Mechanical Operation but a matter of Skill—a result of Years of Study and Training.

PATTERN MAKING Demands Rare Judgement to Give Style and Graceful Lines, and Assure Conformity to the Original Last Outlines—

FITTING QUALITY DEMANDS ACCURACY

## Wheeler & Cummings

179 Lincoln St., Boston, Mass., U.S.A.

## KELLEY KID

LEADS THEM ALL  
in Uniformity,  
Fine Texture, Wearing Qualities and Finish



In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

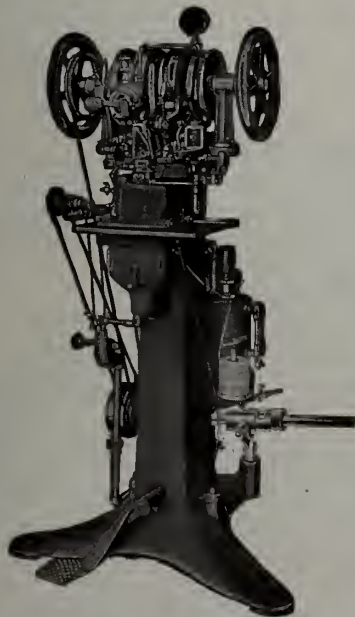
## Thomas A. Kelley & Co.

Tannery and Main Office, LYNN, MASS.

Selling Agents:

ROUSMANIERE, WILLIAMS & CO.  
87-93 Lincoln St., BOSTON, MASS.

## Landis Outfits are Money-Makers

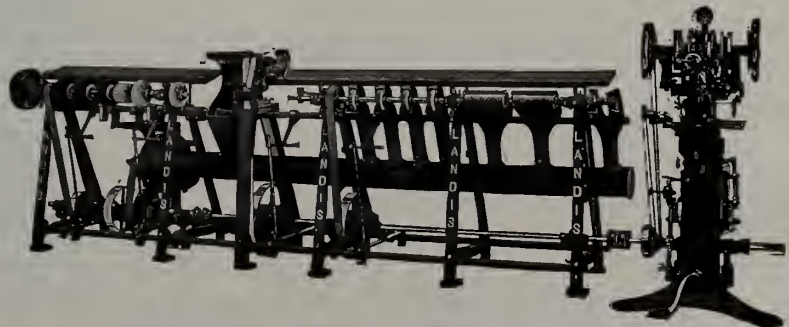


Landis No. 12 Shoe Stitcher.  
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to Landis Model 25 Finisher.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

# Edwards & Edwards

TANNERS  
OF

## SHEEPSKINS

FOR

Shoes, Gloves, Saddlery  
Upholstering  
Bags and Suit Cases  
Bookbinding  
Fancy and Novelty Goods  
Skivers  
Embossed Leathers  
Etc., Etc.

### EDWARDS & EDWARDS

Head Office and Sale Rooms      Tanneries  
27 Front E. Toronto      Woodbridge, Ont.  
Quebec and Maritime Provinces  
Represented by  
JOHN McENTYRE LTD. 28 St. Alexander St.  
MONTREAL, QUE.

The Best and Most Durable  
Shoe Laces Are Made

With Our

# Power Shoe Lace Tipping Machines

Textile and Special Machinery  
Harris-Corliss Steam Engines

Send for Catalogue

## The Franklin Machine Company

Engineers      Founders      Machinists  
189 Charles Street,      Providence, R.I.

# It Holds

## BRODIE'S PATENT FLOUR PASTE

possesses extraordinary adhesive qualities and is absolutely free from lumps.

Adapted for the manufacture of the Finest Grade, as well as the Heavy work shoes.

In quantities to meet your needs all ready for use.

*May we send you samples and prices?*

WRITE US TODAY

# Brodie & Harvie

Limited

14 Bleury St. MONTREAL

We Can Save Money for You on Your  
Shipping & Packing

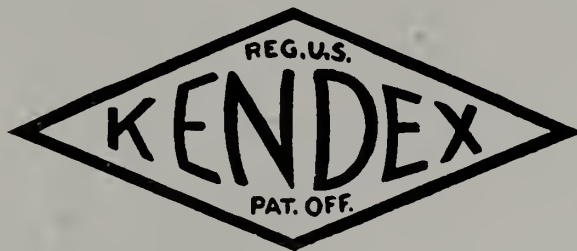
## H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co.  
of Canada Limited  
TORONTO      ONTARIO



# INSOLES

**Kendex** has the added qualities for an Insole which gives satisfaction and comfort to the wearer ; conforms to the foot ; is of uniform flexibility ; will not shrink, swell or check and prevents calloused feet ; is **fast color** ; made in all weights, worked dry and sold in sheets or rolls.

**Kendex** is made in Oak, White and Black colors. Makes an excellent middle sole ; trims to a clean edge, and is a **non-conductor**.

**Felt** of every description for shoe manufacturers.

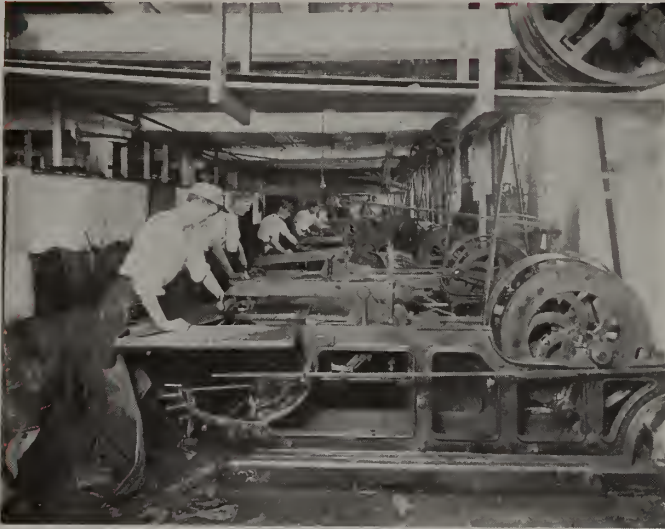
**Heel Pads** cut from several qualities of white felt, also all colors of Combined Imitation Leather and Felt. Our facilities mean service to you at a **minimum** cost.

## KENWORTHY BROS. COMPANY

STOUGHTON, MASS.

Represented in the Province of Quebec by HORACE D'ARTOIS, 224 Lemoine St.. Montreal

# Making Clarke's Patent Leather for the Empire



Staking in the patent leather department



One of the varnishing rooms—showing the baking ovens

Some of the operations in the production of Clarke's Patent Leather are shown in the accompanying pictures. Modern equipment and skilled workers under strict supervision are responsible for the high quality that gives Clarke's Patent Leather its reputation for excellence.



A section of the beam house

There is more Patent Leather produced in our factories than by any other firm in the Empire. The huge output of Clarke's Patent Leather, consequent upon a world wide demand can be traced to the fact that "Quality First" has always been our slogan.

Clarke's Patent Leather in your footwear will gain for you satisfied customers. See that the Patent is Clarke's.

## A. R. Clarke & Co., Limited

MONTREAL

TORONTO

QUEBEC



*"Makers for the Nation"*





# Footwear In Canada



1919

1920



## A MERRY CHRISTMAS

*That our friends may enjoy A Prosperous New Year  
is the wish of*

**The Regal Shoe Co., Limited**  
472-474 Bathurst Street TORONTO

**REGAL**



**SHOES**

# That "Sure Step"

# "PANTHER"

## Tread



Rain or shine, your Panther soled footwear gives equally good satisfaction.

Panther Composition Soles and Heels are the result of careful research of many eminent specialists.

They are made to stand the greatest amount of every day wear. Once a customer has walked on a Panther Sole that customer wants no other Soling.

This has been a great year for our product. All the far sighted manufacturers laid in a stock early and have had to come back for more. See that you are well supplied with Panthers for 1920.



Retail customers must be satisfied or the demand would not have persisted.

Write us for details and recommendations from prominent manufacturers.



Panther Soling looks like leather—made in all colors. Can be stitched and trimmed easily and will not allow stitches to "pull out." Will not crack and is waterproof.

# Panther Rubber Mfg. Co.

## Sherbrooke, Quebec



*All Good Wishes  
for Christmas  
and the New Year*

*With the rounding out of the old year, we welcome the opportunity of extending the Season's Greetings to our army of friends in the trade and of thanking them for their loyalty and hearty co-operation—which have been such important factors in the success of the*

*“Dominion Rubber System”  
during 1919.*

**Dominion Rubber System Limited**

Head Office

Montreal

Service Branches at

Halifax, St. John, Quebec, Montreal, Ottawa, Belleville, Toronto, Hamilton,  
Brantford, London, Kitchener, North Bay, Fort William, Winnipeg,  
Brandon, Regina, Saskatoon, Edmonton, Calgary,  
Lethbridge, Vancouver and Victoria.

# 1920 • CONVENTION • 1920

## NATIONAL SHOE

### RETAILERS ASSOCIATION

# held at BOSTON



### MR. SHOE RETAILER

**I**t is vitally important that you attend this convention where your business problems will be untangled.

Get away from business—meet your fellow retailers.

See historic Boston, the Atlantic Ocean, and eat sea food as only New England knows how to cook it.

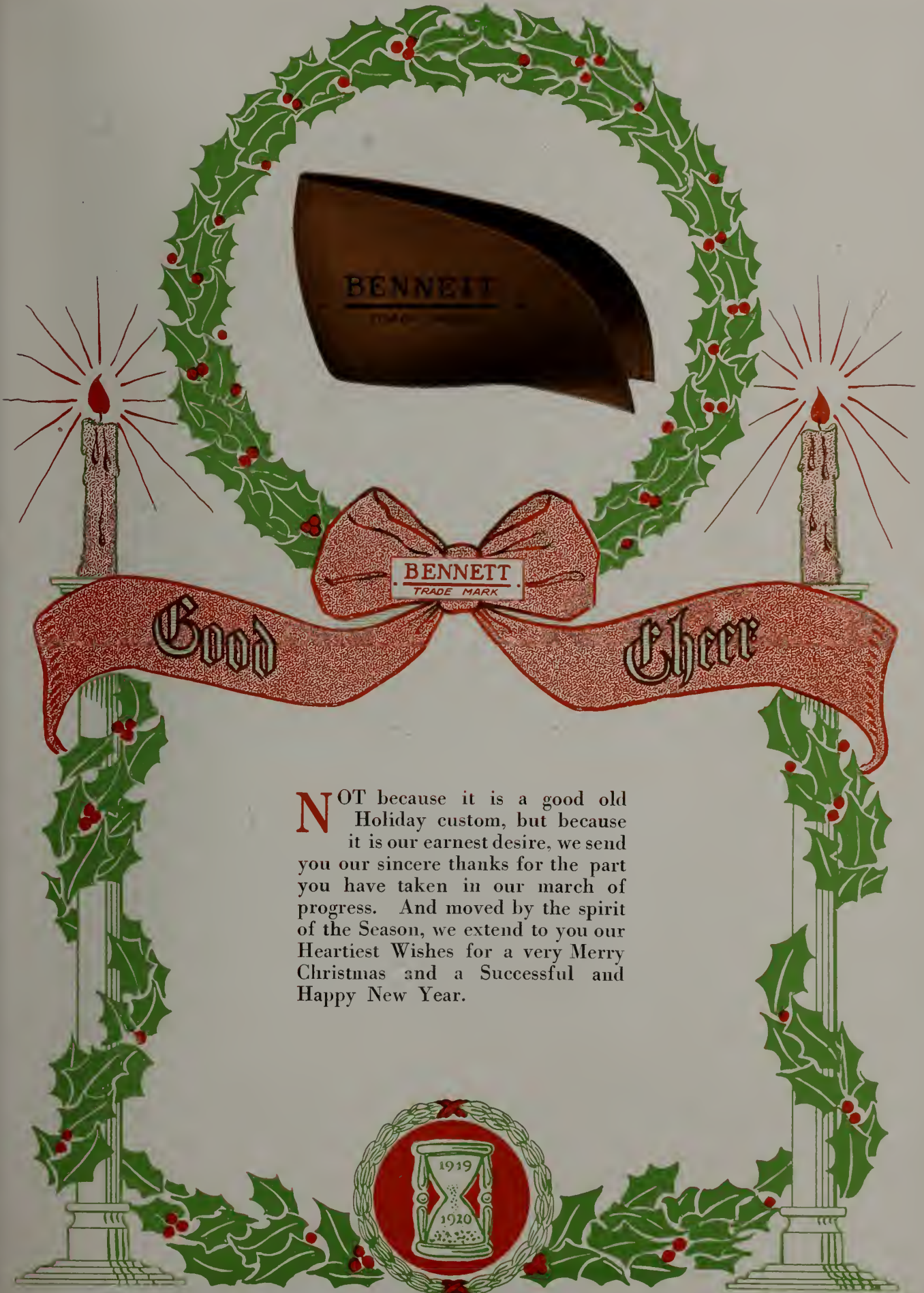
Notify the Hotel Committee you are coming, and get your reservation.

Bring your wife—she'll be entertained.

*Come on*  
*Be a boy again for 4 days*

Custom House Tower from the water-front

# JANUARY, 12-13-14-15 •



NOT because it is a good old Holiday custom, but because it is our earnest desire, we send you our sincere thanks for the part you have taken in our march of progress. And moved by the spirit of the Season, we extend to you our Heartiest Wishes for a very Merry Christmas and a Successful and Happy New Year.

Shoes That Delight  
The Careful Dresser

# OUR McKAYS

Have a distinctive appeal in their style and finish which at once pleases women who appreciate sensible footwear.

We are offering a range for Spring which embraces many new and attractive models combining

## Appearance and Durability

Made not only to look smart but also to give exceptional serviceability in comfort and wear.

*We offer the right shoes at  
the right prices.*

**Canadian Footwear Company, Limited**  
Montreal

Salesroom: 36 St. Genevieve Street,  
Factory:           Pointe-aux-Trembles



R

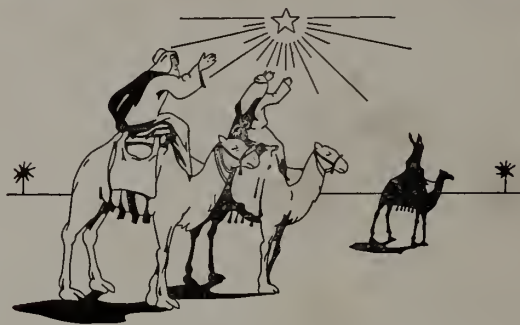
# Yuletide Greetings

and Wishes for  
a Full Share of  
Happiness and Prosperity  
in the New Year ❁

The  
**John Ritchie**  
**Company**  
Limited

MAKERS OF  
MEN'S SHOES  
**QUEBEC**

---



*“Peace on Earth, Goodwill towards Men”*

# *A Christmas Greeting TO THE TRADE*

*Let Joy and Gladness Fill  
your Hearts, and May the  
Coming Year Bring Peace  
and Prosperity, Health and  
Happiness to All.*

WRITE OUR REPRESENTATIVES :

For Ontario—E. R. Lewis, 45 Front St. East, TORONTO  
For Quebec City—Richard Frere, St. Valier St. QUEBEC

## DUCCLOS & PAYAN

Established 1873

Tannery and Factory  
ST. HYACINTHE

Sales Office and Warehouse  
MONTREAL



*Greetings  
and Best Wishes  
for 1920*

*To Our Many Friends and Customers:—*

May you enjoy in goodly measure the Spirit and Good Cheer of Christmas. May the coming year be one of unsurpassed health and happiness for you and yours, and may all your business efforts be crowned with success. For your past patronage we thank you, and hope to continue serving you with "Good Shoes" in 1920.

**The Slater Shoe Company**

Limited

MONTREAL,

-

CANADA

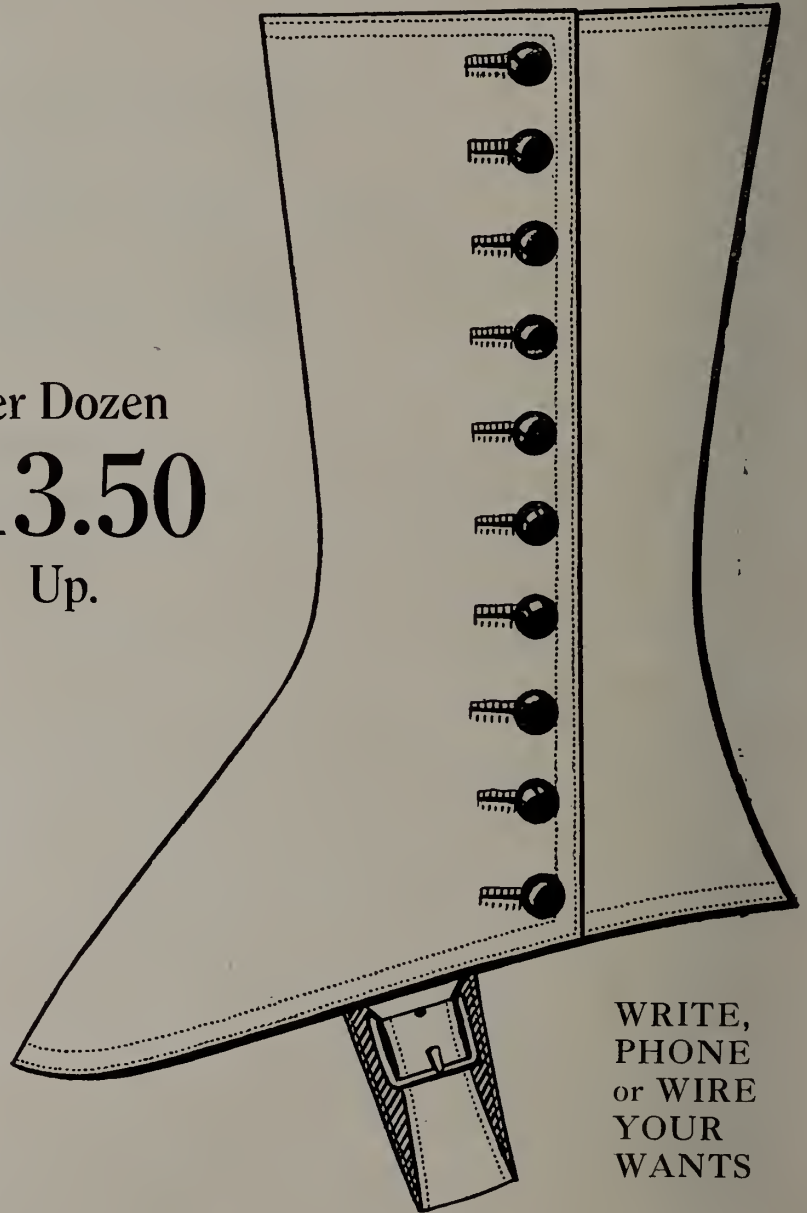
# We Have Them in Stock

*Colors:*

- Black
- Dark Grey
- Slate Grey
- Pearl Grey
- Brown
- Khaki
- Dark Fawn
- Light Fawn
- Tan
- Taupe
- Olive Fawn

*Sizes 2 to 7.  
Three Heights.*

Per Dozen  
**\$13.50**  
Up.



WRITE,  
PHONE  
or WIRE  
YOUR  
WANTS

STYLE No. 100—As Cut.	Per Doz.	Per Doz.	STYLE No. 200—INVISIBLE BUCKLE.
9-in. 10-Butt. Black	\$13.50	Color \$19.00	9-in. 10-Butt. Colors \$22.00
10-in. 11-Butt. "	15.00	" 20.50	10-in. 11-Butt. " 23.50
11-in. 12-Butt. "	16.50	" 22.00	11-in. 12-Butt. " 25.00

BE SURE AND GIVE COLOR AND HEIGHT.  
ORDERS SHIPPED SAME DAY AS RECEIVED

**BLACHFORD, DAVIES & CO. Limited**  
60-62 Front Street West, Toronto

# SEASONABLE FOOTWEAR IN STOCK



## MEN'S LEATHER SLIPPERS

A 400	Men's Black Kid Everett, M.S., 6-11	\$1.90
A 401	Men's Chocolate Kid Everett, M.S., 6-11	1.90
A 405	Men's Black Alligator Everett, M.S., 6-11	1.90
A 405x	Men's Chocolate Alligator Everett, M.S., 6-11	1.90
A 410	Men's Black Dongola Opera, turn, 6-11, 1/2 sizes	2.90
A 411	Men's Chocolate Dongola Opera, turn, 6-11, 1/2 sizes	3.00
A 411x	Men's Chocolate Dongola Opera, turn, 6-11, 1/2 sizes	3.10
A 413x	Men's Black Dongola Everett, turn, 6-11, 1/2 sizes	2.65
A 414x	Men's Chocolate Dongola Everett, turn, 6-11, 1/2 sizes	2.75
A 417	Men's Black Dongola Everett, turn, 6-11, 1/2 sizes	2.65
A 417x	Men's Black Dongola Everett, turn, 6-11, 1/2 sizes	3.00
A 418	Men's Chocolate Dongola Everett, turn, 6-11, 1/2 sizes	2.75
A 418x	Men's Chocolate Dongola Everett, turn, 6-11, 1/2 sizes	3.10
A 424	Men's Chocolate Kid Romeo, M.S., 6-11	2.25
A 424x	Men's Black Kid Romeo, M.S., 6-11	2.25
A 427	Men's Black Dongola Romeo, turn, 6-11, 1/2 sizes	3.35
A 427x	Men's Black Dongola Romeo, turn, 6-11, 1/2 sizes	3.75
A 428	Men's Chocolate Dongola Romeo, turn, 6-11, 1/2 sizes	3.50
A 428x	Men's Chocolate Dongola Romeo, turn, 6-11, 1/2 sizes	4.00

## MEN'S FELT SLIPPERS

A 403	Men's Black Felt Slippers, Combination sole, 6-11	1.20
A 431	Men's Tapestry Slippers, leather sole and heel, 6-11	1.40
A 434	Men's English Plaid Romeo, Combination sole, 6-11	1.45
A 435	Men's English 1st quality Plaid Romeo, Comb. sole, 6-11	1.80
A0436	Men's English 1-huckle Plaid Arctic, Comb. sole, 6-11	1.75
A 438	Men's Plaid Felt 1-buckle Arctic, Comb. sole, 6-11	1.75
A 439	Men's Black Felt Slipper, felt sole, 6-11	1.25
A 441	Men's Plaid Felt Arctic, comb. sole, 6-11	1.50
A 442	Men's Plaid Felt Slipper, comb. sole, 6-11	1.20
A 444	Men's Hemp Bath Slippers, 6-11	.35
A 445	Men's Felt Slippers, combination sole, 6-11	1.30
A 447	Men's Black Felt 1-buckle Arctic, combination sole, 6-11	1.75

## MEN'S FELT BOOTS

A 458	Men's Felt Bal., Dongola Vamp, leather sole, 6-11	\$3.30
-------	---------------------------------------------------	--------

A 460	Men's Felt Bal, 10-inch seamless, 6-11	3.60
A 470	Men's Felt Bunkum, Dongola tip, 6-11	3.45
A 471	Men's Felt Bunkum, foxed vamp, 6-11	3.75
A 472	Men's all Felt Bunkum, 6-11	3.00
A 473	Men's Felt Bal, high-cut, buckles, 6-11	4.00

## MOCCASINS, SOCKS, ETC.

A 461	Men's all Buck Moccasins, 6 in., fancy front, wax-sewn, 7-11	\$24.00
A 462	Men's all Buck Moccasins, 6 in., fancy front, 6-11	22.20
A 475	Men's Jack Buck Moccasins, 10 in., 6-13	33.00
A 476	Men's Jack Buck Moccasins, 8 in., 6-12	30.00
A 478	Men's Horse Moccasins, 6 in., 6-12	30.00
A 479	Men's Buck Moccasins, 10 in., 6-12	27.00
A 480	Men's Buck Moccasins, 6 in., 6-12	24.00
A 481	Men's Sheep Moccasins, 5 in., 6-12	18.00
A 483	Men's Sheep Wannigans, 6 in., 6-11	31.20
A 490	Men's Plow Boots, 6 in., 6-11	5.25
A 496	Men's Tufted Grey Lumber Sox, 6-11	12.60
A 498	Men's Russian Felt Sox, 6-12	1.50
	Ventplex Felt Insoles, per doz.	1.00

## WOMEN'S SLIPPERS

A 832	Women's Black Cravenette Buskin, fleec-lined, 3-8, 1/2 sizes	\$1.65
A 906	Women's Black Kid Boudoir, pom-pom, padded sole, 3-7	1.40
A 907	Women's Red Kid Boudoir, pom-pom, padded sole, 3-7	1.40
A 908	Women's Brown Kid Boudoir, pom-pom, padded sole, 3-7	1.40
A 921	Women's Black Felt Slippers, 3-8	.75
A 922x	Women's Black Felt Slippers, felt sole, no heel, 3-8	1.05
A 923	Women's Green Plush Slippers, 3-7	.90
A 927	Women's Tapestry Slippers, leather sole, 3-7	1.30
A 928	Women's Tapestry Slippers, leather sole, 3-7	.90
A 929	Women's Carpet Slippers, carpet sole, 3-7	.35
A 938x	Women's White Kid Moccasin Slipper, fleec-lined, 3-7	1.20
A 940	Women's Black Felt Slipper, white felt sole, 3-7	.40
A 943x	Women's Red Felt Cosy, ribbon-trimmed, 3-7	1.00
A 976	Women's Brown quilted satin slip-slipper, comb. sole, 3-7	1.50
A 978	Women's Light Blue Satin Quilted Slipper, comb. sole, 3-7	1.50
A 983	Women's Felt Slipper, blue, red or brown, comb. sole, 3-7	.75
A 984	Women's Black Felt Slipper, leather sole, 3-7	1.25
A 993	Women's Plaid Felt Slipper, leather sole (Trickett), 3-7	1.60

A1032	Women's Dark Red Felt Cosy, high-cut, 3-7	1.35
A1033x	Women's Light Blue Felt Cosy, cut, 3-7	1.35

## WOMEN'S FELTS AND MOCCASINS

A 948	Women's Felt Bal., leather sole, 10 in. top, 3-8	2.50
A 949	Women's Felt Bal., leather sole, 10 in. top, dong. foxed, 3-8	3.50
A 952	Women's Felt Bal, pebble vamp, leather sole, 3-8	3.00
A 953	Women's Felt Bal., rubberhide sole, 3-8	2.00
A 957	Women's Felt Bal., dongola vamp, felt sole, 3-8	2.85
A 958	Women's Felt Bal., high-cut, 3-8	2.20
A 959	Women's All Felt Bals., 3-9	2.40
A4015 1/2	Women's Black Cravenette Bal., fleec lined, 9", Neolin sole, 2 1/2-7	4.25
A 861	Women's All Buck Moccasins, wax-sewn, fancy front, 3-7	22.20
A 862	Women's All Buck Moccasins, fancy front, 3-7	21.00
A 863	Women's All Buck Moccasins, wax-sewn, high-cut, 1-7	24.00

## BOYS', MISSES', CHILDS', ETC.

A1400	Boys' Black Kid Everett, M.S., 1-5	1.75
A1472	Boys' All Felt Bals., 1-5	2.50
A1478	Boys' Horsehide Moccasins, 1-5	21.00
A1483	Boys' 6 in. Sheep Wannigans, sole and heel, 1-5	26.40
A1491	Boys' Black Lumber Sock	7.80
A2392	Youths' Mule Hockey Boot, 11-13 1/2	2.10
A2472	Youths All Felt Bals., 11-13	2.00
A979B	Boys' Buck Moccasins, wax-sewn, fancy front, 1-5	21.00
A5861	Misses' Buck Moccasins, wax-sewn, fancy front, 11-2	17.40
A5862	Misses' Buck Moccasins, fancy front, 11-3	16.20
A5928	Misses' Tapestry Slippers, 11-2, 1/2 sizes	.80
A5963	Misses' Red Tapestry Slippers, 11-2	.80
A5980	Misses' Fancy Ankle Strap, fleec-lined, 11-2	.75
A5981	Misses' Fancy Ankle Strap, fleec-lined, 11-2	.75
A5982	Misses' Felt Mary Jane, 11-2	.95
A5991	Misses' Red Velvet Ankle Strap, fleec-lined, 11-2	.90
A6928	Girls' Tapestry Slippers, 8-10	.70
A6954	Girls' Red Felt Hi-cut, 8-10	2.50
A6955	Girls' Brown Felt high-cut, dong. vamp and collar, 8-10	2.65
A6979	Girls' Buck Moccasins, fancy front, wax-sewn, 8-10	13.50
A7954	Childs' Red Felt High-cut, 3-7	2.15
A7955	Childs' Brown Felt High-cut, 3-7	2.00
A7961	Childs' Black Felt Bal., red top, cosy sole, 3-7	.75
A7963	Infants' Brown Felt Bootie, 1-5	.50
A7979	Infants' Buck Moccasins, 3-6	12.00
A7982	Infants' Felt Buckle Arctic, 5-7	.75

Wire, Phone or Write Your Order at Our Expense. Do Not Delay. Our Stock is Limited.

**Blachford, Davies & Company Ltd. 60-62 Front St. W., Toronto**

# *What Will the Message Be ?*

ARTHUR D. ANDERSON  
editor of the *Boot & Shoe Recorder*  
asks this pertinent question which  
he amplifies as follows:

“THE other outstanding feature that warrants forethought in the minds of anticipating events is what message will come out of the National Shoe Retailers' Association Convention beneficial to the industry at large. It is obvious that a convention costing \$100,000 must perform some other function than the mere entertainment of some thousands of merchants in midwinter. A serious purport, back of it all, must resolve itself into a message to the American public that will be a guidance through and beyond the convention itself. The convention has been built to such a size as to make imperative a platform of policies nationally interesting to both merchant and the public. It is not too much to expect out of so large an undertaking. The manufacturer would do well to keep in mind the convention and his being present — it is n't often that some 3000 merchants get together in one spot.”

*1920 Convention Committee, N. S. R. A.*



A Very  
**Merrie Christmas**

*to our friends in the  
 Trade*

*and for your share of the good  
 things in 1920 you have our  
 best wishes. May your New  
 Year be realized in health,  
 wealth, and continued prosperity*

**YOUR NEEDS FOR 1920**

The dealer's footwear requirements for the coming year have been fully anticipated by us. Our stocks are ample, our range wide, and our lines very complete. Nowhere will you find a better or more comprehensive showing than we present for the inspection of the up-to-date shoe merchant who goes after family trade. When our traveller calls, remember that he represents a firm that is able to guarantee real service. We solicit your business for 1920.

**The Miner Shoe Company, Ltd.**

Montreal

Ottawa

Quebec

Toronto

*Agents for the Celebrated Miner Rubber Footwear*

# KID AND CONFIDENCE



**T**HE above illustration shows a section of our Montreal warehouse, containing bins of CITADEL KID, conveying but a limited idea of the heavy stock which we carry in order to supply the various demands of Canadian manufacturers.

This photograph exemplifies, stronger than words can express, our unbounded confidence in the stability of both the kid market and the shoe industry of Canada.

We are receiving weekly shipments from our tannery of CITADEL KID in uniform grades and weights, thereby assuring our customers of prompt service.

**J. A. SCOTT**  
EVENTUALLY  
**CITADEL LEATHER CO., Limited**  
MONTREAL and QUEBEC

The advertisement features a stylized map of Canada. On the left side, the letters 'ATM' are printed in a large, bold, white, blocky font. On the right side, the word 'System' is printed in a large, white, serif font. The map is filled with a dark, textured pattern. Numerous cities are marked with a circular logo that reads 'ATM System'. The cities shown are: HALIFAX, ST. JOHN'S, QUEBEC, MONTREAL, OTTAWA, TORONTO, LONDON, EDMONTON, WINNIPEG, REGINA, SASKATON, VANCOUVER, and CALGARY. The entire map and text are enclosed within a decorative border consisting of a series of small, repeating rectangular patterns.

# Lady Belle

*The Shoe  
well designed  
for your  
best trade  
in 1920*



*The Compliments of the season  
and all Good Wishes  
for a happy and prosperous New Year*

**The Lady Belle Shoe Co., Ltd.**  
KITCHENER, ONTARIO





# A MESSAGE

## *To our Friends*

The year is waning----a year of peace.

During 1919 we have spared no effort to maintain our high standards of quality and service to our customers. We have done our best to keep manufacturers supplied with LASTS—Better Lasts—Robin Lasts—the Last that is first.

We extend a hearty greeting to our friends for a Merry Christmas and sincere wishes that 1920 will spell for them unbounded happiness and prosperity.

# Robin Bros.

*Last Manufacturers*

Carrier & Gilford Sq., Montreal

**P. B. WALLACE & SON**  
 466 Bathurst Street, - Toronto

We carry a full supply of Leather and Shoe Store Supplies. Let us furnish your findings of all kinds.

We are now situated in our new and enlarged premises where we are better than ever prepared to take care of the needs of our customers. This means increased facilities for service and gives us a chance to look after your requirements promptly. Drop in and see us.

We are Exclusive Agents for the Progressive Shoe Machinery Co.

See us also for Landis Stitchers and Accessories.

*A Merry Christmas  
 to You  
 and all Good*

*Wishes for the New Year*

*For Your Children's Trade*

**KOR-KER**

**HAND WELT**

is designed for your best trade; a shoe appealing alike to both child and parent — good looking and long wearing—at a price which suits everybody.



**Children's Footwear Limited**

1 and 3 Alexander Street

:-:

MONTREAL, QUE.

# Metropolitan

WOMEN'S McKAYS

MEN'S WELTS

## Paris

WOMEN'S McKAYS MEN'S WELTS

## Patricia

WOMEN'S WELTS AND TURNS

*and*

A  
Merry  
Christmas



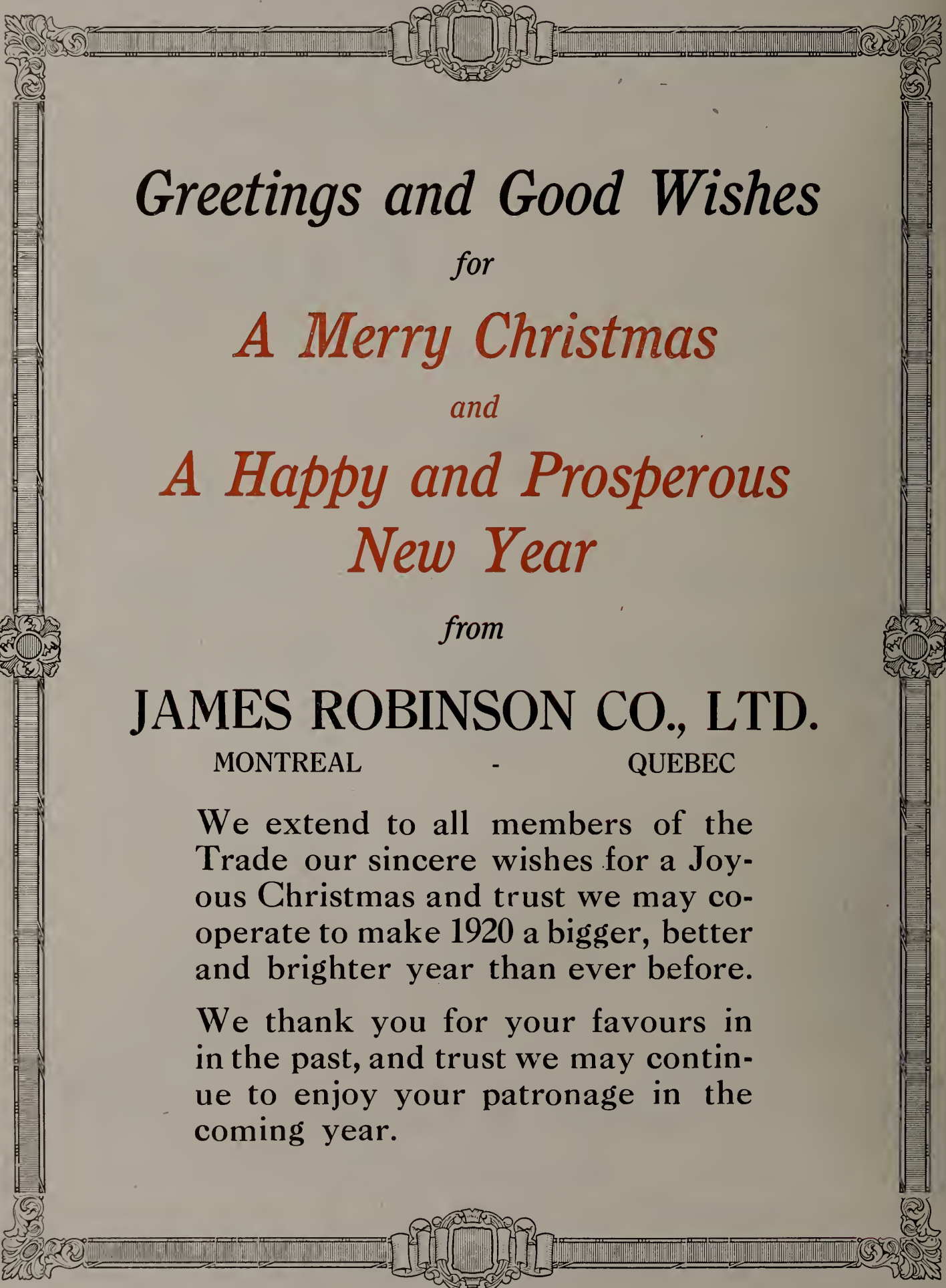
A  
Happy  
New Year

We extend an appreciation, for their patronage during 1919, to our customers. We wish you and yours happiness and prosperity for the coming year, and hope to supply you with ample stocks of the above lines for bigger-than-ever sales in 1920.

**Daoust, Lalonde & Company, Limited**  
MONTREAL, Que.

Branch: Metropolitan Shoe Co., 91 Paul St. East,

MONTREAL



*Greetings and Good Wishes*

*for*

*A Merry Christmas*

*and*

*A Happy and Prosperous  
New Year*

*from*

**JAMES ROBINSON CO., LTD.**

MONTREAL

-

QUEBEC

We extend to all members of the Trade our sincere wishes for a Joyous Christmas and trust we may cooperate to make 1920 a bigger, better and brighter year than ever before.

We thank you for your favours in in the past, and trust we may continue to enjoy your patronage in the coming year.



## *In the Past—*

we have spared no efforts to consistently maintain

## **ROBINSON SERVICE**

to the highest standard of efficiency within human bounds under prevailing conditions.

## *In the Future—*

our aim will be to uphold our reputation for stocking dealers with the right lines at the right season and at the right prices.

## **JAMES ROBINSON CO., LTD.**

*Specialists in Fine Footwear*

## **MONTREAL**

**SPAULDING'S**  
Fibre Counters  
*Guaranteed*

# Stands the test!



**SPAULDING'S**  
Fibre Counters  
*Guaranteed*

Stand the test under all conditions of wear and are the best fitting and most economical made.

*We make our own Fibre*

## J. SPAULDING & SONS CO.

Main Office and Factory

**NORTH ROCHESTER, N. H.**

PHILADELPHIA  
John G. Traver & Co.  
329 Arch St.

CINCINNATI  
The Taylor-Poole Co.  
410-412 E. 8th St.

SEVEN FACTORIES

Tonawanda, N. Y.  
No. Rochester, N. H.

Townsend Harbor, Mass.

Rochester, N. H.  
Milton, N. H.

Boston Office

**203-B ALBANY BUILDING**

ST. LOUIS  
The Taylor-Poole Co.  
1602 Locust St.

CHICAGO  
J. E. D. McMechan & Co.  
217 W. Lake St.

English Agents: J. Whitehead & Co., Ltd.,  
Leicester, England.

Canadian Agents

International Supply Co., Kitchener, Ontario and Quebec City. V. Champigny Montreal

**SPAULDING'S**  
OAK TAN  
FIBRE INNERSOLING

H. O. McDOWELL

H. N. LINCOLN

# INTERNATIONAL SUPPLY CO.

IMPORTERS  
MANUFACTURERSJOBBER  
SALES AGENTSEASTERN BRANCH  
401 CORISTINE BUILDING  
MONTREAL

## SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

MAIN OFFICE AND FACTORY  
37 FOUNDRY ST. S.  
KITCHENER!

## Representing

- American Lacing Hook Co.  
Waltham, Mass.  
Lacing Hooks and Hook  
Setting Machines
- Armour Sand Paper Works  
Chicago, Ill.  
Crystolon Paper and Cloth  
for Buffing and Scouring
- Boston Leather Stain Co.  
Boston, Mass.  
Inks, Stains, Waxes, etc.  
Cyclone Bleach
- The Ceroylon Co.,  
Boston, Mass.  
Ceroylon, the Perfect  
Liquid Wax
- Dean Chase Co.,  
Boston, Mass.  
Shoe Goods, Cotton  
Thread
- The Louis G. Freeman Co.,  
Cincinnati, O.  
Shoe Machinery
- Hazen, Brown Co.,  
Brockton, Mass.  
Waterproof Box Toe  
Gum, Rubber Cement
- Lynn Wood Heel Co.,  
Keene, N.H.  
Wood Heels and Die  
Blocks.
- Markem Machine Co.,  
Boston, Mass.  
Marking and Embossing  
Machines, Compounds,  
Inks, etc.
- M. H. Merriam & Co.,  
Boston, Mass.  
Binding, Staying, etc.
- Puritan Mfg. Co.,  
Boston, Mass.  
Wax Thread Sewing  
Machines  
Poole Process for Good-  
year Insoles
- The S. M. Supplies Co.,  
Factory Supplies,  
Needles, etc.
- H. S. & M. W. Snyder, Inc.,  
Boston, Mass.  
Kids, Cabrettas and Horse
- J. Spaulding & Sons Co.,  
N. Rochester, N.H.  
Guaranteed Fibre Coun-  
ters, Fibre Innersoling
- The Textile Mfg. Co.,  
Toronto, Ont.  
Shoe Laces
- United Stay Co.,  
Cambridge, Mass.  
Leather and Imitation  
Leather Facing, Welting,  
etc.

# Announcing

## The Opening of Quebec Branch

**A**RRANGEMENTS have been com-  
pleted and stock of goods is now in  
transit. About December 15th this new  
Branch will be in running order.

The Quebec Branch is being established  
to relieve pressure on the Montreal Branch  
and to enable us to give Better Service to  
our customers in Quebec and immediate  
vicinity.

Mr. T. H. Connolly will be in charge of  
the new Branch.

We take this opportunity of thanking our  
friends for their support, and to extend to all

*Our Best Wishes*

*for a*

*Happy and Prosperous New Year*



**T**HIS is to wish you all a hale, hearty Christmas. May it be replete with good cheer, the best of fellowship, and a generous share of the many good things that go to make Christmas a happy ending to an old year.

For the New Year may all your endeavours be rewarded with success, and so make for you another rung in the ladder of wealth and prosperity, with the best of health to enjoy it.

# The Breithaupt Leather Company, Limited

*Manufacturers of  
"The Standard of Canadian Sole Leather"*

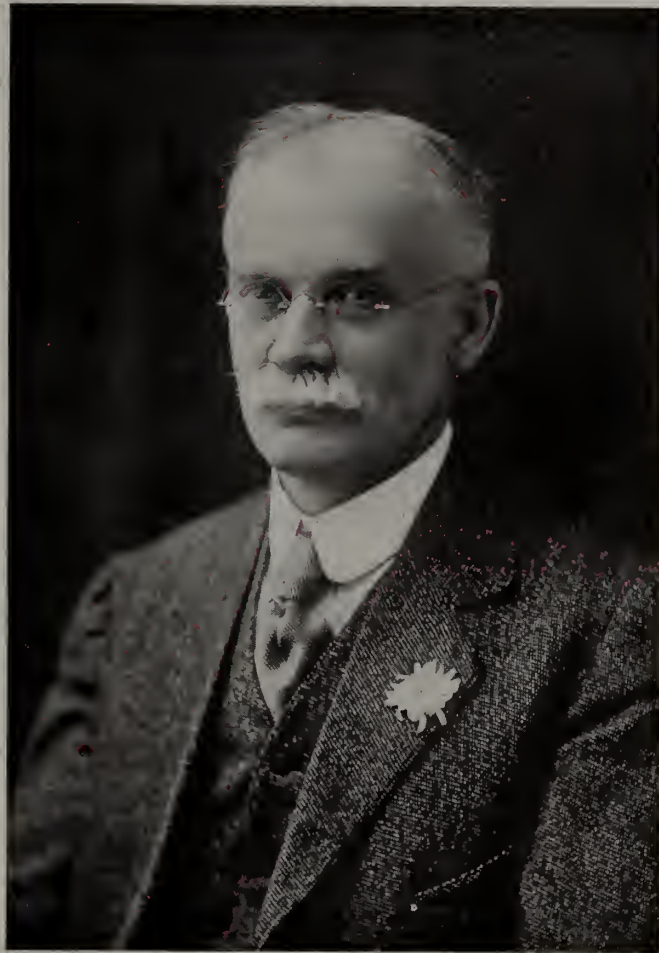
Kitchener Toronto Montreal Quebec

Tanneries: KITCHENER, PENETANG, HASTINGS,  
WOODSTOCK, Ontario.





*The Season's Greetings*



*from*  
**T. SISMAN**

As the New Year again approaches, once more we extend to our many good friends, Greetings and Best Wishes for a Prosperous 1920. We would remind you that we make the "Best Everyday Shoe" for the best everyday sales year in and year out. Try them with "The Aurora" for 1920.

**T. Sisman Shoe Co. Ltd., Aurora, Ont.**

# INVINCIBLE

FORMERLY CALLED  
MONARCH



**I** "INVINCIBLE" Rubber Boots and Shoes are built of tough tire-tread stock and by auto tire methods.

Like auto tires they are cured by the High Pressure Cure Process. A combination that makes the toughest, strongest and longest wearing boot that money can buy. "Invincible" Rubber Boots and Shoes will outwear any other make, bar none.

It is the high pressure process and the time-defying materials that go into "Invincibles" that makes them wear so long. Feature "Invincible" Footwear and build up a permanent and profitable trade.



**THE MINER RUBBER COMPANY**  
LIMITED

# INVINCIBLE

FORMERLY CALLED  
MONARCH

**A**BSOLUTELY the longest wearing boot made. You may doubt this statement but you cannot doubt your experience, if you make a test.

The next time you are in need of Rubber Boots and Shoes, order "Invincibles." Your own experience and the experience of others who have worn them will convince you of the truth of our statement that "Invincible" Rubber Footwear is the most durable made.

"Invincibles" are Pressure Cured. As compression makes steel harder and more enduring than iron, so does the High Pressure Process make rubber tougher and more lasting.



**THE MINER RUBBER COMPANY**  
LIMITED

# Minister Myles

*Showing*  
**Distinction  
 in Fine Welts**  
*for*  
**Men & Women**  
 —  
**A SHOE  
 FOR OCCASIONS**  
 —

**Minister Myles  
 Shoe Company**

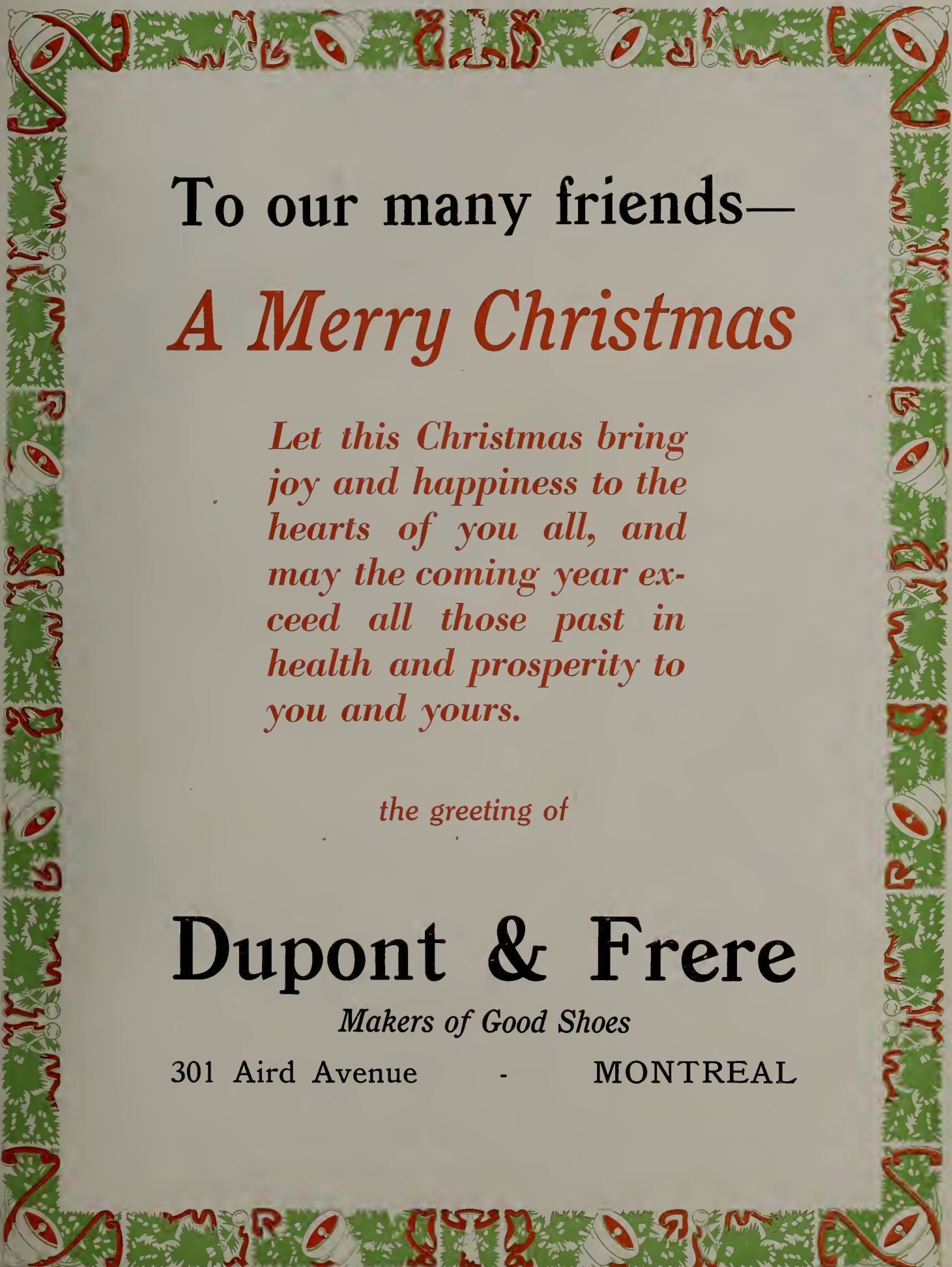
Limited - TORONTO

**Holiday Wishes**

*for*  
*A Good New Year,  
 Health & Happiness*



*Makers of the famous "Beresford" & "Vassar" Footwear*



To our many friends—  
*A Merry Christmas*

*Let this Christmas bring  
joy and happiness to the  
hearts of you all, and  
may the coming year ex-  
ceed all those past in  
health and prosperity to  
you and yours.*

*the greeting of*

**Dupont & Frere**

*Makers of Good Shoes*

301 Aird Avenue

MONTREAL

# IN STOCK

A Few Styles Ready for Immediate Delivery  
Womens' Footwear for every occasion carried in Stock



No. 1819  
PATENT COLT VAMP  
DULL KID TOP  
TURN  
AA to D, 2½ to 7  
Price \$7.00.



No. 1933  
BLACK VICI KID  
LEATHER LOUIS HEEL  
WELT  
A to D, 2½ to 7  
Price \$7.00



No. 1660  
PATENT COLT  
Full Louis Covered Heel  
TURN  
A to D, 2½ to 7  
Price \$6.00

No. 9001  
As above exactly in a Welt  
Price \$8.25

No. 1918  
BATTLESHIP GRAY KID  
Price \$8.00

No. 1665  
DULL KID  
Price \$6.00

Do you receive our Catalogues and Bulletins illustrating our complete line?



No. 602  
WHITE CABARETTA PUMP  
Military Covered Heel  
TURN  
AA to D, 2½ to 8  
Price \$6.25



No. 1662  
PATENT COLT PUMP  
Full Louis Covered Heel  
TURN  
AA to D, 2½ to 7  
Price \$6.50

No. 601  
DULL KID  
Price \$6.00

No. 600  
PATENT COLT  
Price \$6.00

No. 1663  
DULL KID  
Price \$6.50

THE  
**Westcott-Whitmore  
Company**  
Syracuse, New York

*Specialists in Smart  
Footwear for Women*

# Keeping Up Demonstration Week Profits

*Practical suggestions for keeping up profits and interest stimulated by this successful event*

Dr. Scholl's National Demonstration Week, with its unusual profits and interest, has passed, leaving behind it a field of interested prospects.

The action of nearly 20,000 shoe stores pushing their Foot Comfort Service at the same time, has aroused such interest that the dealer who continues to feature his Practipedist and Foot Comfort Service will earn the benefits of "sticking-to-it."

## *Some Helpful Suggestions for Grasping this Chance of Continued Profits*

1. The relief you have undoubtedly effected by scientifically fitting Dr. Scholl's Appliances is of great interest to hundreds of local foot sufferers as well as your local physicians.

Ask your newspaper to publish an account of the most interesting of these cases. It is news of sufficient interest to get at least a few paragraphs, such as the little article shown below.

## Local Merchant Renders Real Service

### **Cronin's Foot Comfort Service Does Good Work**

Mr. J. Cronin, of Cronin's Shoe Store, recently completed a course at The American School of Practipedics of Chicago, in the scientific relief of foot troubles, and has certainly applied his knowledge to good advantage, as Mr. John Stevens, of Glendale, can testify.

Mr. Stevens had been suffering from foot trouble for some time, but after being examined and treated by Mr. Cronin, he was free from all pains and is now on the way to recovery.

We congratulate Mr. Cronin on his success and hope he will keep up the good work.

2. A letter written to local physicians and known foot sufferers will sustain interest and mean many new customers.

## *A Continuous Foot Comfort Display Distinguishes You from Ordinary Dealers*

3. A particular part of your window devoted to the continuous display of your Foot Comfort Service will distinguish you from ordinary dealers and attract new trade, both for Foot Comfort and shoes.



A small window display tying up to our National Advertising and distinguishing you from common dealers.

Write and ask us about any problems you have in displays, merchandising, or using our appliances. They will be answered fully and with care.

You can depend on us to help you keep up the good work.

# THE SCHOLL MFG. CO.

112 Adelaide St. E., TORONTO

New York

Chicago

London



# Merry Christmas



**G**ETTY & SCOTT Limited desire to convey greetings and every good wish for health, happiness and prosperity in the New Year. At this time also, we would particularly thank the trade for its patronage and business support. We hope that your future will be bright and interesting and that throughout 1920 you may ride upon a tide of bigger and better business.

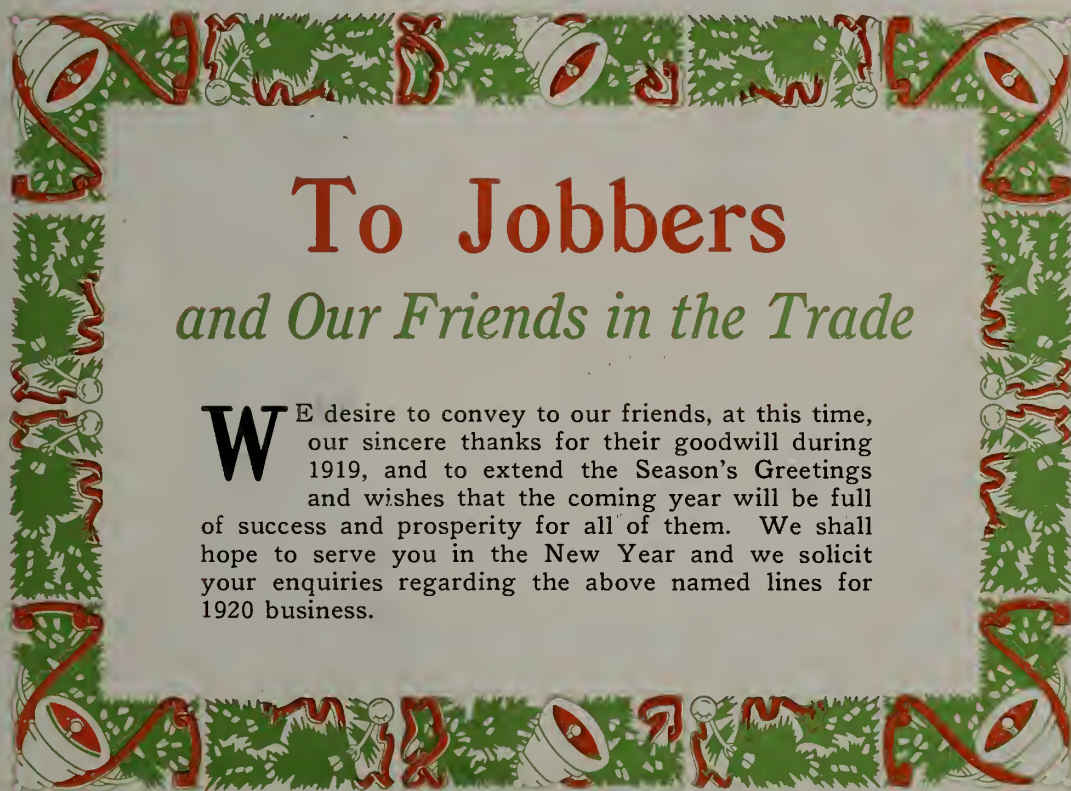
## Getty & Scott Limited

*Makers of Fine Shoes  
for Women and Children*

Galt - Ontario



# High-Grade Goodyear Welt Staples



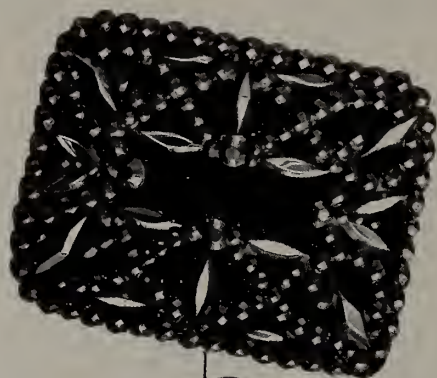
**To Jobbers**  
*and Our Friends in the Trade*

**W**E desire to convey to our friends, at this time, our sincere thanks for their goodwill during 1919, and to extend the Season's Greetings and wishes that the coming year will be full of success and prosperity for all of them. We shall hope to serve you in the New Year and we solicit your enquiries regarding the above named lines for 1920 business.

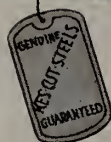
**Valentine & Martin**  
WATERLOO, ONTARIO Limited

# KES-CUT-STEELS

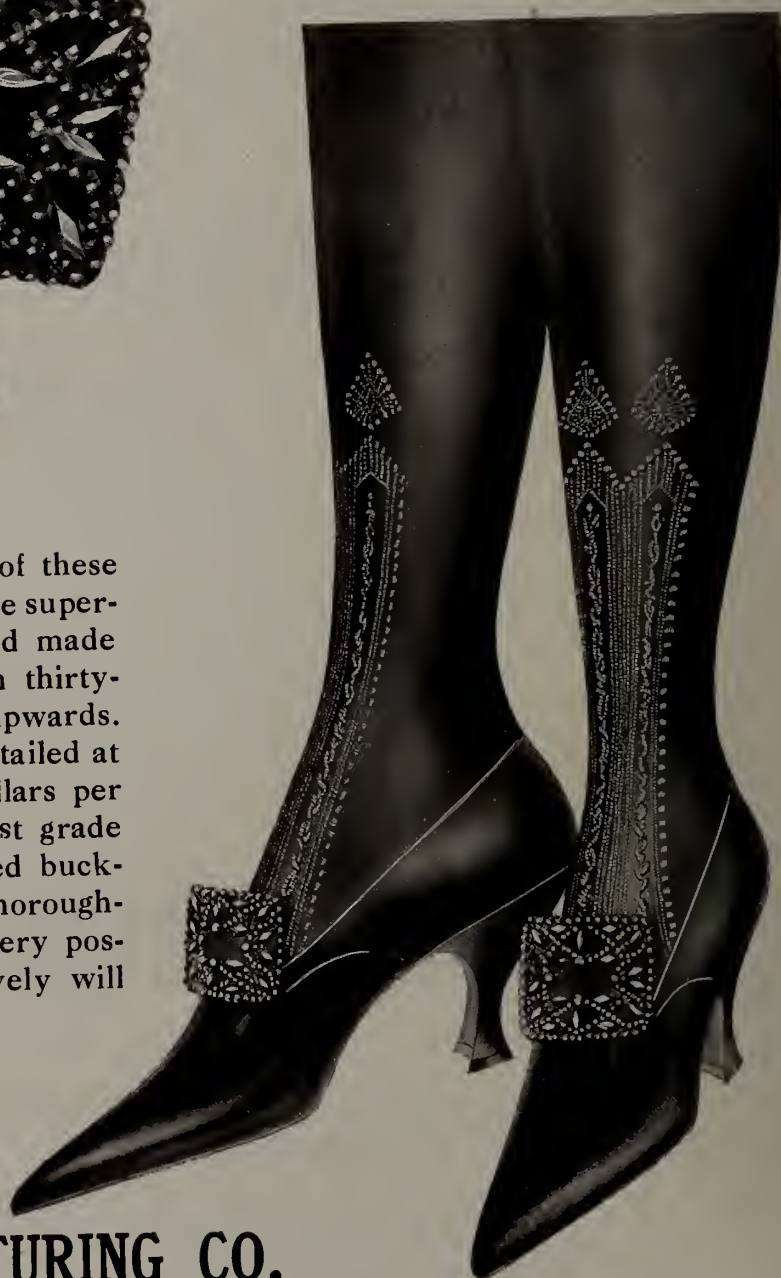
*The Buckle Sensation of the Season!*



*You demand "KESCOT" quality, the "KESCOT" tag guarantees it.*



The beauty and sparkle of these magnificent ornaments are superior to the imported hand made buckles that retail from thirty-five dollars per pair upwards. Kes-Cut-Steels can be retailed at from three to five dollars per pair in the very highest grade effects. Unlike imported buckles, Kes-Cut-Steels are thoroughly guaranteed against every possible defect and positively will not rust



## KESCOT MANUFACTURING CO.

Page and Clifford Streets

PROVIDENCE

RHODE ISLAND, U. S. A.

*Christmas  
1919*



*New Year  
1920*

**TO THE TRADE**  
**Cordial Wishes for**  
**Christmas and**  
**the New Year**



**A. R. Clarke & Co.**

LIMITED

**TORONTO**

**MONTREAL**

**QUEBEC**

# CLARKE'S Patent Leather

For Better Shoes,  
Bigger Sales and  
All-Round Satis-  
faction during 1920



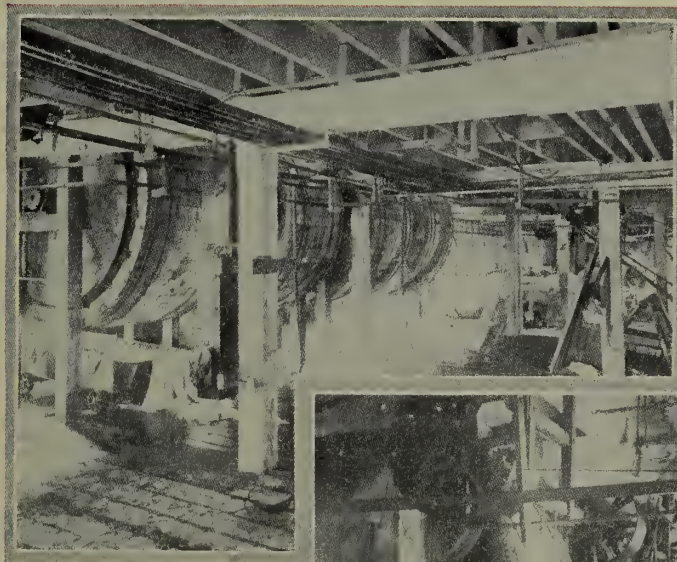
**A. R. CLARKE & CO.**  
LIMITED

MONTREAL

TORONTO

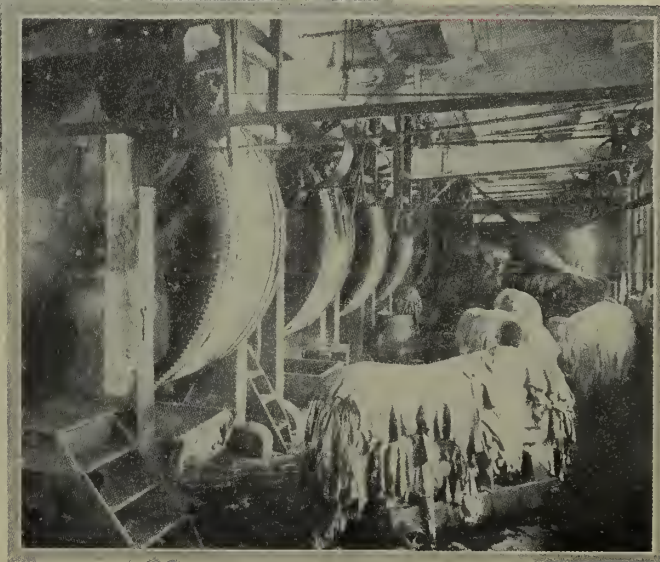
QUEBEC

# CLARKE'S Patent Leather



Known  
all over  
the  
World

Produced by  
the Largest  
Patent Leather  
Manufacturers  
in the British  
Empire



**A. R. CLARKE & CO.**

LIMITED

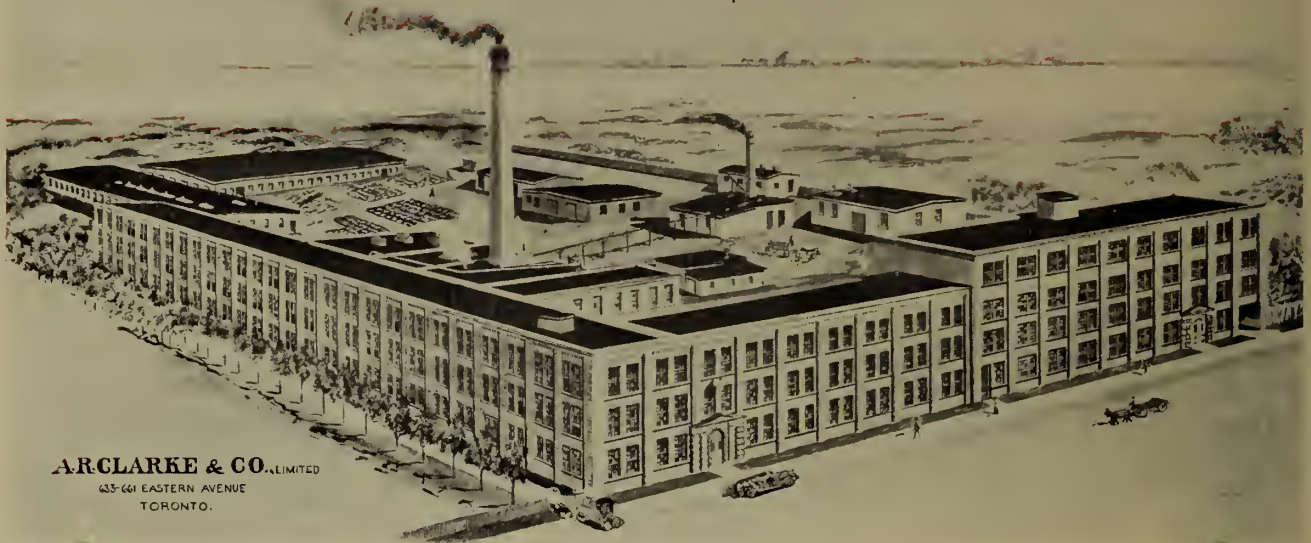
MONTREAL

TORONTO

QUEBEC



Established 1852  
The Largest Patent Leather Factory  
in the British Empire



A.R. CLARKE & CO., LIMITED  
63-64 EASTERN AVENUE  
TORONTO.

# A. R. Clarke & Co.

## Limited

67 years of constant improve-  
ment in process and plant has  
given us first place in the  
Empire in the production of

# PATENT LEATHER



## TORONTO

## MONTREAL

## QUEBEC





**M**AY good fortune and continuous prosperity light you all the way through the coming New Year. We wish for you a generous share of business for 1920 and hope you may include the "Just Wright Shoe" in your plans for the year's trade.



***Just Wright Shoes Are In Stock***

**E. T. WRIGHT & CO., Inc.**

St. Thomas, Ont.

Rockland, Mass.



THE PASADENA

IN POINT OF MATERIAL AND WORKMANSHIP:---THESE SHOES WILL STAND THE CLOSEST INSPECTION.

IN POINT OF WEAR:--- THEY WILL STAND THE SEVEREST TEST.

IN POINT OF STYLE AND ELEGANCE :--- THEY ARE CORRECT AND PLEASING IN EVERY DETAIL.

*Edwin Clapp & Son Inc.*  
ESTABLISHED 1853

EAST WEYMOUTH, MASS., U.S.A.

**HAWLEY'S HYGIENIC BLACK British Dye**



**HAWLEY'S HYGIENIC DYE WARRANTED STAINLESS & ACID PROOF**

## "Claim" Beware of the word.

Its definition is clear—nevertheless it is often found intentionally applied in a misleading way.

There can always be a "doubt" about a claim, but a "GUARANTEE" is definite—it cannot be used ambiguously. Branded products of guaranteed merit are the Retailers surety and mainstay. Hawley's Hygienic British Black Dye for Cotton or Thread Stockings and Socks is guaranteed by Hawley's of Hinckley to be permanent, stainless and perspiration-proof.

Advertising has made these guaranteed claims known to the general public who have been made to appreciate this distinguishing mark.

**HAWLEY'S HYGIENIC DYE WARRANTED STAINLESS & ACID PROOF**

In addition to the ever-recognized demand for a permanently fast black Dye on Stockings, Hawley publicity has created new business which can be taken advantage of by placing orders now for Cotton or Thread Stockings or Socks Hawley-dyed-Black—the guaranteed safe Hygienic Dye your customers want and need.

Summer Breeze in Kensington Gardens, London, Eng.

## Hawley's Hygienic Black

**British Dye**

For Cotton & Thread Hosiery & Socks.

Sole Dyers to the principal hosiery manufacturers

### A. E. HAWLEY & CO., LTD.

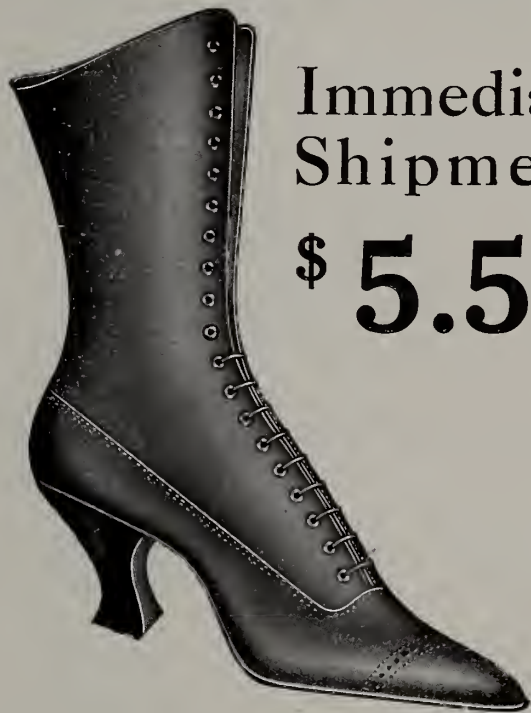
Sketchley Dye Works, Hinckley, Eng. and.





# Buy from this advertisement

You can do it with a feeling of certainty that the shipment will measure up to your expectations



Immediate  
Shipment

\$ **5.50**

Stock No. 701—Louis Leather  
Stock No. 701X—Low Heel  
Grey Kid, 9" Bal., Wave Top

Your last chance to act. How  
many shall we send you?

WRITE FOR CATALOGUE

**TERMS : NET 30 DAYS**

DISTRIBUTED BY

THE **MIDLAND SHOE COMPANY**  
KINGSTON CANADA



*The Story  
in a Nutshell*

## Our Actual Shipments

1913	- - - -	\$ 31,708.20
1914	- - - -	137,294.13
1915	- - - -	216,482.19
1916	- - - -	409,773.88
1917	- - - -	484,989.85
1918	- - - -	over 500,000.00

THIS is why we are opening a new plant which will more than double our output. Can you think of any good reason why you cannot proportionately increase your sales of men's work shoes? There is none if you will stock this splendid staple line.




# TILLSONBURG SHOE CO., LIMITED

MAKERS OF

Men's — Boys' — Youths' — Lads'  
Medium and High Grade Staple Shoes

TILLSONBURG

ONTARIO



## *The Season's Greetings*

---

*We tender our sincere wishes to all our friends throughout the trade for a right Merry Christmas, and a New Year of health, happiness and good fortune.*

THE  
**SUPREME LADY**  
SHOE

***In McKay Process***

In planning your 1920 business give your store the distinction of offering the "SUPREME LADY" Shoe. In its variety of models this fine footwear embodies all those features of shoemaking that appeal to women whether it is from the standpoint of style, quality, comfort or wear.

**Clark Bros., Limited**  
ST. STEPHEN, N.B.

Manufacturers—McKAY SHOE SPECIALISTS

# What Your Fellow Shoeman Thinks of Neolin Shoes

## A. H. STEVENS

THE MODERN SHOE REPAIRING PLANT

ELECTRICAL HEATED AND OPERATED MACHINERY

FIRST-CLASS WORK PROMPTLY DONE

St. Stephen, N.B., Feb. 28th, 1919.

Messrs. Goodyear Tire & Rubber Co. of Canada, Limited,  
Toronto, Ont.

Dear Sirs;—

Having sold my interest in the repair firm of which I was a partner, I have opened an up-to-date Shoe Repair Plant, on my own account, and would like to be placed on your mailing list. I want to receive the advertising matter you are sending the repair trade. I have been following your advertisements on Neolin Soles, which have appeared in the daily papers and magazines, and I find that the public demand for Neolin is speedily increasing as a result of same.

From a repairman's point of view, I am much interested in your advertising, as you are advertising to help sell more shoe repair jobs.

When I opened my new shop, I immediately put in stock of Neolin Soles and Wing-foot Heels. My past experience with Neolin has been so satisfactory, that I would not consider carrying on the repair business without same no more than I would without modern shoe machinery.

Wingfoot Heels are also very necessary to have if customers who appreciate real value are to be successfully catered to.

I am now using your fifteen iron sole and intend to give my customers the choice of either style 146 or style 196.

Will be glad to receive Repair Tags at your earliest convenience.

Yours very truly,

A. H. STEVENS (Signed).

## Neolin Offers the Greatest Value in Shoe Soles

Pick out fifty aggressive shoe retailers—men whose business has increased steadily in the last three years. Ask them exactly what they think of Neolin Soles, as against all other soles. They will convince you of the great service rendered by

Neolin Soles to all concerned in the manufacture, sale and purchase of shoes.

The Goodyear Tire & Rubber  
Co. of Canada, Limited

Toronto

—:—

Ontario

# Neolin Soles

# How is Your Stock of Rubbers?



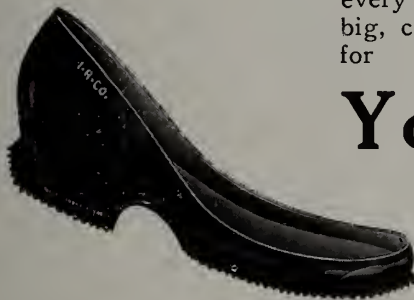
Is it getting low in any styles or sizes? In the middle of the rubber season when most of your customers are thinking of new rubbers, it is just as well to have a full assortment in stock so as not to miss any sales.



In

# INDEPENDENT

You have a wide range of Rubbers for every purpose and every fit, and there is a big, constant supply of this excellent line for



## Your Sorting Orders

Get your order in in good time, and make it large enough to take care of the usual season's rush for rubbers. Look over your stock to-day.



*DAINTY MODE  
DREADNAUGHT  
KANT KRACK  
ROYAL VERIBEST*

Any of the following wholesalers can supply you:

- |                                   |                   |
|-----------------------------------|-------------------|
| Amherst Boot & Shoe Co., Ltd.,    | Amherst, N.S.     |
| Amherst Boot & Shoe Co., Ltd.,    | Halifax, N.S.     |
| E. A. Dagg & Company,             | Calgary, Alta.    |
| A. W. Ault & Company, Limited,    | Ottawa, Ont.      |
| White Shoe Company,               | Toronto, Ont.     |
| McLaren & Dallas,                 | Toronto, Ont.     |
| The London Shoe Company, Limited, | London, Ont.      |
| Kilgour, Rimer Company, Limited,  | Winnipeg, Man.    |
| The J. Leckie Company, Limited,   | Vancouver, B.C.   |
| James Robinson,                   | Montreal, Que.    |
| Brown Rochette, Limited,          | Quebec, Que.      |
| T. Long & Brother,                | Collingwood, Ont. |
| Dowers, Limited,                  | Edmonton, Alta.   |

# Independent Rubber Co., Limited

Merritton

Ontario



*A Greeting*

*To The Trade*

*from*

**AIRD**

May Christmas, 1919, fill many crowded hours for you with contentment and good cheer, and may the New Year 1920 presage a period of prosperity and health in business and the home,  
the sincere wish of

**Aird & Son**

*(Registered)*

**Montreal**

---

# TETRAULT

---

*The Tetrault Shoe  
Manufacturing Co.*  
LIMITED

Wishes you a

Merry Christmas and a Happy  
New Year.

Christmas  
1919

New Year  
1920

May this Yuletide bring with  
it good cheer, happiness un-  
alloyed, and may the New Year  
usher in a period of prosperity  
and good fortune, success and  
good health, which will make  
1920 your best year yet.

We thank our patrons for their  
past business, and will be  
pleased to look after their needs  
in Tetrault Welts for future  
trade.

*Montreal*

*Also Paris, France and London, England*

---

## Children's Shoes as Christmas Gifts

Push the sale of Children's Shoes this Christmas. The idea, once suggested, will appeal to parents and the kiddies' friends everywhere.

**We  
Sell  
the  
Jobbers**

We extend our Hearty Wishes for  
*A Merry Christmas*  
and  
*A Happy and Prosperous New Year*  
to all our friends in the trade.

**Children's Shoe Mfg. Co., Limited**  
11 Belleau St. - - - - - Quebec City

## Modern Equipment and Store Supplies for the Shoe Trade

**REPAIRERS**—Our line of shoe repairers combine every modern facility for first class, speedy shoe repairing.

**5A FINISHING MACHINE** meets all requirements of shoe repairing, and is in extensive use throughout the trade.

**FULL LINE OF SHOE FINDINGS** and Leather, and all kinds of Shoe Laces, Tools, etc., ready for prompt deliveries. When you want shoe supplies and equipment, try us for reliability, service, and prompt attention.

**SOLIDITY REPAIRING OUTFITS** mean satisfaction and efficient work.

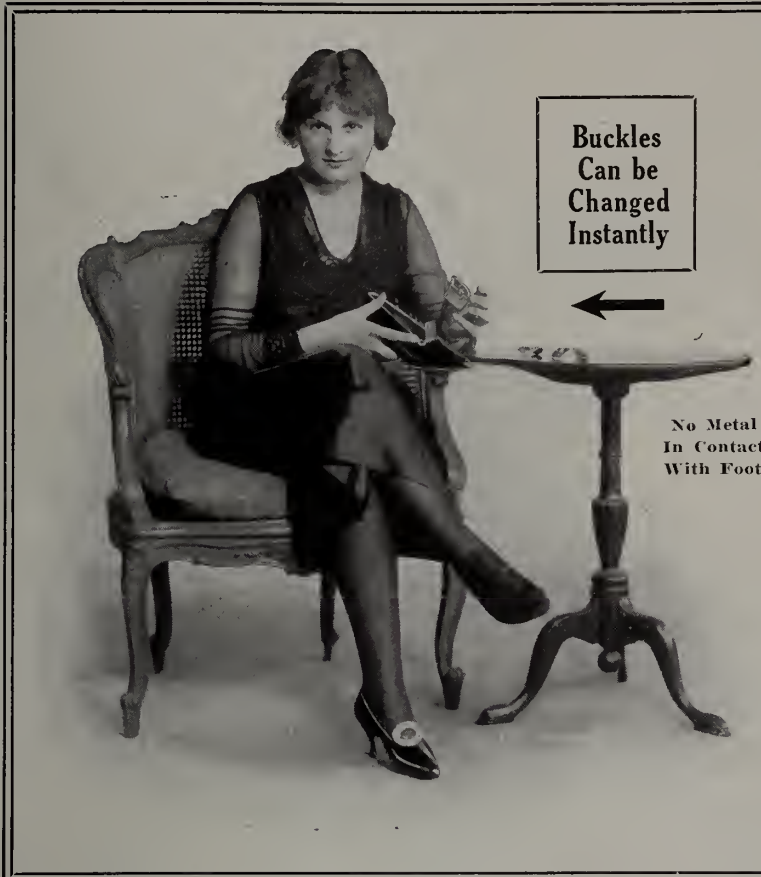
### *Christmas Greetings* to the trade

for the New Year's best, and for a jolly Christmas, we extend our wishes to you and to yours.

*Enquiries Solicited*

**Beal Bros. Ltd.** 52 Wellington St. East  
TORONTO, ONT.





Buckles  
Can be  
Changed  
Instantly



No Metal  
In Contact  
With Foot

**THE**  
**“Dalco”**  
**ORNAMENT ATTACHING DEVICE**

Patented Feb. 23, 1913.  
Sept. 23, 1919.

Both retailers and manufacturers will find many advantages in using buckles and bows equipped with the “Dalco” device. It is easily attached to the shoe. Buckles held firmly in place at any desired angle. A trial will show just why the “Dalco” is the most popular buckle support made.

**The Dalrymple-Pulsifer Co.**  
Manufacturers of Shoe Ornaments for 30 Years  
**HAVERHILL, MASS.**

# “EUREKA”

## To the Jobbing Trade only



No. 924 Black Kid  
No. 925 Brown Kid

Our new 9" Black and Brown Kid bals. They are well constructed and are money makers.

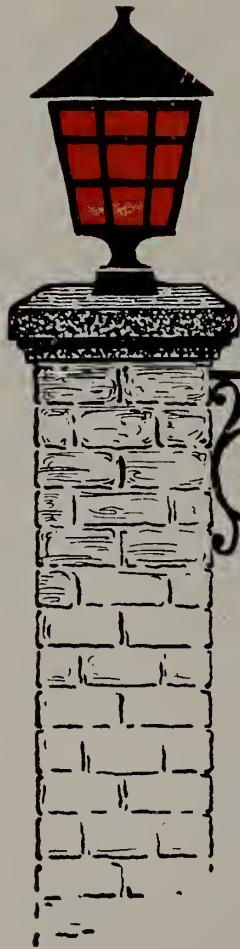
Write our Sales department  
**Am-Bri-Can Distributors**  
64-68 Adelaide St. E., Toronto  
for up to the minute prices on  
our lines

**EUREKA SHOE CO., LIMITED**  
**THREE RIVERS, QUE.**

THE  
LANG TANNING  
COMPANY, LTD.

KITCHENER, ONTARIO

*Wishes you*



A MERRIE  
CHRISTMAS

In 1920 use

LANG'S  
ANCHOR  
BRAND

For Economy in  
Cutting



REGISTERED  
BEST BY TEST

# Williams' Shoes

**1919**  
**A**  
**Merry**  
**Christmas**

We cannot let this opportunity pass without thanking the trade for their goodwill in the past year, and wishing all our friends prosperity in the future.

May the New Year bring you much happiness.

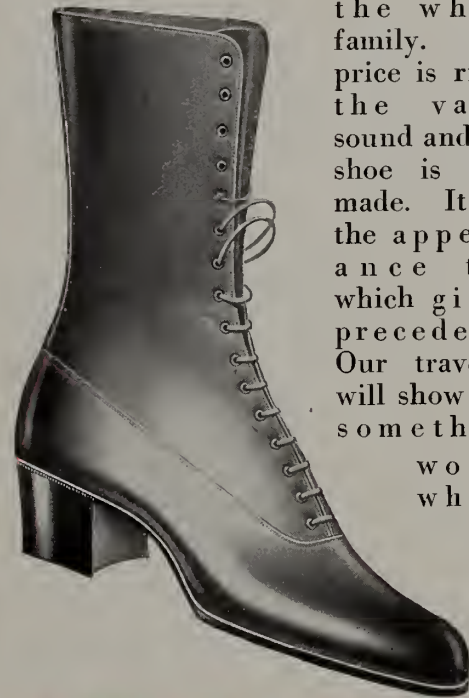
**A**  
**Good**  
**New Year**  
**1920**

## *Your Needs for 1920*

have been anticipated by us.

Let us prove it to you by showing you value in serviceable footwear for

the whole family. The price is right, the value sound and the shoe is well made. It has the appearance too, which gives precedence. Our traveller will show you something worth while.



## WILLIAMS SHOE

LIMITED

BRAMPTON,  
ONT.

AND

REGINA,  
SASK.



# RUBBERS

*—for every style and shape*

Whatever you lack to complete your stock of Rubbers, write or wire our nearest service branch. You can get exactly what your trade requires, to fit perfectly every shoe that enters your store, in

## Dominion Rubber System Products

“Jacques Cartier”—“Merchants”—“Maple Leaf”—“Dominion”—“Granby” and “Daisy” are the six brands being advertised from coast to coast. Feature the brands that suit your trade best, and thus get the full advantage of all our advertising in newspapers and magazines and on all the bill boards.

You can get quick and satisfactory service through

### Dominion Rubber System Service Branches

Located at

Halifax, St. John, Quebec, Montreal, Ottawa, Toronto, Hamilton, Kitchener,  
London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon,  
Calgary, Lethbridge, Edmonton, Vancouver, Victoria.

# Footwear in Canada

A Journal of its Findings, Making and Sale.

Published Monthly for the Good of  
the Trade by

**HUGH C. MACLEAN, LIMITED**

HUGH C. MacLEAN, Winnipeg, President.  
THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO  
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade  
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers  
VANCOUVER - Tel. Seymour 2013 - Winch Building  
NEW YORK - - - Tel. Worth 248 - - - 309 Broadway  
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.  
LONDON, ENG. - - - - - 16 Regent Street S.W.

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Single copies 15 cents

Vol. 9                      December, 1919                      12

### The Board of Commerce Order

In this issue we are printing an exact copy of the order of the Board of Commerce limiting the mark-up on footwear. Since the newspaper reports of this regulation were published, there has been considerable confusion as to just what is meant by the Board's statement that margins shall not exceed 33 1/3 per cent. The majority of newspapers neglected to state that the order limits the mark-up to 33 1/3 on the selling price—not on the cost. It must be borne in mind by every retailer, therefore, that in order to secure this 33 1/3 on the sale price he must add 50 per cent. to the cost of the goods.

It is just in this matter of figuring percentages that many retailers, through lack of appreciation of the difference between cost price and selling price, make serious errors. The whole thing is not difficult if a few simple rules are firmly fixed in the mind. For instance, you have a shoe that sells for \$9.00. Your margin, at 33 1/3 per cent, is \$3.00. Deducting the margin from your sale price gives you \$6.00 as the cost of your shoes. Now to get back again to your selling price of \$9.00 you must add 50 per cent. to the cost of \$6.00. Fifty per cent. on \$6.00 is \$3.00. Thirty-three and a third per cent. on your cost price would give you a

margin of only \$2.00 instead of the \$3.00 you are entitled to.

The Board's order applies to boots, shoes, rubbers, overshoes, gaiters—in fact every commodity sold in a shoe store. The effect of the order will, of course, be largely individual with each retailer but it is a sure thing that the retailer who knows exactly what it costs him to do business will be better able to arrive at a definite conclusion than his neighbor who is given to more haphazard business methods.

\* \* \*

### The Christmas Trade

Christmas 1919 promises the biggest holiday season we have had in years. Progressive retailers will have had their sales campaign completed long since but, as large numbers of people invariably leave their shopping until the last moment, there is still opportunity for a corresponding last-minute endeavor by the tardy merchant.

The slogan recommended by "Footwear," and adopted by many retailers this year, is "Christmas Gifts of Footwear." Given repeated prominence in newspaper advertisements, on window cards and other forms of publicity this slogan should carry considerable weight with the countless people who are puzzling over the question "What shall I give?"

The effectiveness of Christmas decorations at this season cannot be overlooked. There is wonderful opportunity for brightness of color in the poinsettias, holly, Santa Claus figures and other novelties that give the shoe store and its display windows a lift-up from the prosaic to the artistic. And remember that shoes should not figure alone in the Christmas gift idea. There should be stockings of silk and wool, spats, buckles for ornamentation, skates, leather goods and other articles according to the range carried by each retailer.

Altogether there is no reason why the coming holiday season should not be a record-breaker from the dollars and cents standpoint. So, if you haven't prepared for this business, get busy—now.

\* \* \*

### Your Credit

A bank manager over in Chicago recently gave a rather unique definition of the word "credit" when he said it meant "To buy and buy and settle by and by."

When the head of a manufacturing concern loosens up on the credit question, as they frequently do when particularly exasperated, one readily sees that there is a great deal of wisdom in this definition. Retailers, too, who often lack the courage to say "no" to the credit-seeking customer will agree that this bank man has "said something." However, merchants, in their relations to both the manufacturer and wholesaler from whom they buy, should consider their credit one

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**C**hristmas  
**G**reeting  
with **P**eace &  
**P**lenty for **+**  
the **N**ew **Y**ear.

---

*Editor and Staff of Footwear in Canada*

of the greatest assets they possess and should guard it with the utmost care.

Without going into any lengthy discussion on the wisdom of granting or not granting credit to customers, it may be pointed out that unless the merchant first protects himself by refusing to pave the way for bad debts on his books, he finds himself unable to pay the manufacturer or wholesaler for merchandise passed on to his non-paying customers. Confidence, therefore, is undermined and the whole business structure is placed on a wobbly foundation—all because both the merchant and his customer have apparently accepted the "settle by and by" definition of "credit."

\* \* \*

#### **Probable Publicity Campaign**

The gradual evolution of Canada's Shoe industry is one of the not uninteresting stories of the development of the industrial progress of the country, though it is possible that not many Canadians are aware of the strides that have been made in this department of commerce during the past decade. In this connection there is some talk of a proposal by the Shoe Manufacturers' Section of the Canadian Manufacturers' Association to inaugurate an advertising campaign on behalf of "Made in Canada" shoes. It would be the purpose of such a campaign not only to show the growth of the shoe industry in Canada but also to explain the reasons for the greatly increased cost of footwear at the present time in the hope that much of the suspicion of profiteering so evident in some other quarters may be eliminated. The advertisements would also point out the degree of perfection in shoe manufacture which has been achieved by Canadian manufacturers. More definite details will doubtless be available after the next meeting of the manufacturers in January.

\* \* \*

#### **How to Photograph that "Best Window"**

Our readers will have noted the announcement of the "Best Window" contest in our November issue. The announcement is repeated in the present number. The underlying idea in making this offer is that well-dressed windows are the most effective means at the disposal of the retailer in attracting the attention of the buyer and bringing him into the store.

We realize, however, that it is not the easiest thing in the world to get a good photograph even after you have made up your window and we are printing the following suggestions in the hope that they may be found useful. Of course it is the photo of the exterior that causes the most trouble.

Take the picture at night. Have all lamps except those lighting the window put out while taking the picture.

Have the window well lighted. Replace temporarily all 25-watt and 50-watt lamps used in the top of

the window with 75-watt and 100-watt Mazda C or Mazda C-2 (Daylight) lamps. Mazda C lamps give whiter light than Mazda B lamps and therefore have a stronger effect on the photographic plate. Mazda Daylight lamps are better than Mazda C lamps for photographic purposes.

If reflection from street lights or from windows across the street appear in the window glass, arrange to have such lights put out or shielded while the picture is taken.

See that no glare from lamps in the window enters the lens of the camera. Glaring lights cause large rings or "ghosts."

Never use flash-light; it shows in the picture.

Use portrait film for the picture if possible.

Set the camera solid and level in front of the window.

If the window is well lighted the average camera should be stopped down to at least 32 to get a sharp, clear picture.

The smaller the stop used the longer the exposure necessary. Usually an exposure of at least 15 minutes is required.

Make the print on glossy paper.

\* \* \*

#### **Adjustments and Exchanges**

In the matter of adjustments and exchanges there is a diversity of opinion from the merchant who complains of the lack of backbone of his competitors to the retailer who believes the customer is always right. The following procedure is followed by one of the larger stores where it has been found very successful in making adjustments and exchanges. The manager's own statement is as follows:

"We will go the limit and exchange willingly and courteously if the shoes are in the same condition as when taken from our store. In case the shoes have been worn we will assume full responsibility if the shoes were misfitted by one of our men, either knowingly or unknowingly. If the shoes have been in the customer's possession for a considerable time we are still willing to exchange them if they have not been abused. If the shoes have been abused so as to render them unsalable we would refuse to exchange them unless for good business reasons. We are always willing to refund the customer's money if they want it and the shoes are not damaged or worn.

"In the matter of adjustment where the shoes have proven defective in material or workmanship, we always make a charge for the service rendered and this charge is reckoned on a fair basis to the merchant as well as the customer. We find but little objection on the customer's part to pay for the service rendered in this respect. In billing the shoes back to the manufacturer we always make them an allowance where we have received a service charge from the customer. Our whole position is this: We give customers the full advantage of any doubt—reasonable or otherwise."

# Adopt Modern Methods In Your Business

Success Demands That You Keep Accurate Records—Value of an Inventory in Case of Fire—Know Each Day What It Costs You to do Business; How Much is Owing to You and How Much You Owe to Other People

By Mr. G. P. Irwin\*

**T**HE man who is successfully conducting a business today is the man who practices modern methods at present, or else he is the man who is starting on the road toward successful business by reaching out and adopting modern methods in business.

There are a good many reasons why a man should practice modern methods in business. Perhaps you are aware of those reasons, but for fear there may be one which may have slipped your notice, I am going to begin by enumerating very shortly why you should use modern business methods.

Modern business means, first, that you know all about your business. So the first reason I am going to give you for knowing all about your business is your own satisfaction. You would very much like to satisfy yourself. To render service to the people of your community cheerfully, faithfully and efficiently, is some satisfaction. All the time you are looking at the unselfish view, this thought is still running through your mind, "I wonder whether or not I am making money; I wonder if I am getting anything for it; I wonder if, at the end of the year, when the inventory is taken, I am going to find out that I am no better off than I was last year? I wonder what, at the end of twenty years of hard work, I am going to have enough to take care of myself and family, as a result of this effort I am now putting forth?" So, for your own satisfaction, you are compelled to adopt modern business.

There is another fellow who is decidedly interested in what you know about your business, and that fellow is the wholesaler, or the jobber, as we may call him. I had the extreme pleasure of sitting here today and hearing the representative of the manufacturers talk to you. He talked to you as a brother of mine might have talked to me if I had one. He didn't say, "You fellows have to do this and that," but he said, "Fellows, we are interested in you. We think it is a pretty fair proposition for you fellows to 'tote fair.' We would like to give you certain things: accommodation, credit, and assistance, and we think that it is only a proposition of 'toting fair' for you to give us a reliable statement of what you have, how much you owe, and how you are progressing in business. We would like to know whether you are going forward or whether you are going backward. We are with you all the time, but we have some creditors and some obligations. We have to protect ourselves." So I say to you that your jobber or your manufacturer who is selling you is decidedly interested in what you know of your business, and he is always ready to help you, provided he knows.

## Your Friend the Banker

Then there is another who ought to be a very good friend of yours in your town. I say to you, if this

man is not the friend, he is either not the right kind of man or you are overlooking an opportunity yourself. That man is the man we call our banker. A bank is put in a community for the purpose of serving the interests of that community. They have a certain definite commodity which they have to offer to you. Generally speaking, that commodity is the use of their money, for which they receive remuneration. They can loan you that money and let you use that facility provided for you, because of one definite reason. That definite reason is that you can show them you are entitled to consideration, that you are not honest alone—most people are honest. There are a lot of people in the world who are willing to pay who have not the ability to pay. So your banker is decidedly interested in what you know about your business. He has a right to be, for he is going to let you have money. It is a legitimate proposition. I may add just here that the retailer who is not using his local banker is losing an opportunity.

As a general statement, particularly with us, the fellow who uses the bank for legitimate purposes, who can show to their satisfaction that he is entitled to credit, who then calls upon that bank for certain sums at specified times, and who takes his discount, paying the usual rate for his money and then discounting his bills, is usually a good merchant. Any way you look at it, discounts are well worth while in business, and the modern business men will not overlook them.

The next man who is interested in having you know all about your business is the fellow who is carrying your insurance policy—the Insurance Company. I wonder how many of you realize as fully as you should what an insurance policy means? It is a definite contract between two parties, or two organizations as the case may be, to do a definite thing. In most of these contracts one agrees to present at a certain time an intelligible inventory of what he possesses. In my State (I have travelled for the last four years, visiting my friends, the retail merchants) I have walked into many stores and asked the merchant where he kept his inventory. The following conversation would take place:

"It is in the drawer over there."

"What if your store had burnt up last night?"

"Oh, the inventory would have burnt up too."

"What would you tell the Insurance Company when you went to collect your money?"

"I do not know."

"Neither do I, because you have 'fallen down' with your side of the contract."

A friend came along and said to me, "If you ever have a fire, you are going to lose all you have. You had better get busy. How would you like to wake up in the morning and not find any store?"

"I would not like that, because I still owe some

\*Address to merchants at Business Congress of the University of Manitoba.



money on what I have, and I would be in debt besides having nothing."

"Have you prepared your books so that if you died tomorrow they would show your position?"

#### Deposited the Inventory at the Bank

So, at a little expense, I secured an inventory. He went through that stock with me until I had a statement which was absolutely "fool proof." I placed that statement in a vault in the bank, a fireproof vault. I gave particulars in that statement of the business, how much had come in and how much had gone out, what the purchases were, the time they were purchased, and everything else necessary. About twelve days after that, I closed up that store with my partner, one night at eleven o'clock (he lived in an adjoining town, about ten miles away). This was in a country where it was easy to travel, and the roads were delightful. He said, "Come on down home with me."

I might mention that I am one of those poor unfortunates who has no home, so I never lose opportunities, you know—some of you fellows who have invited me to dinner since I have been here have found that out. So I went down on Sunday morning—we business men don't get up very early, you know. About ten o'clock I started across to the little church in the town where my partner lived with his wife. We met a young fellow on the street, who said:

"That was a bad fire they had at your town last night, wasn't it?"

"What?"

"That was a bad fire they had up at your town."

"Did they have a fire up there?"

"Lord," he said, "didn't you know about it?" Your store was one that was burned."

My partner and I stood and looked at each other, both of us kind of stunned, and then giving my hand to my friend, I said:

"Bad, bad, Harry, but if this fellow hadn't told us about that thing, we would be out digging ditches tomorrow to pay what we owe. That fellow told us to put it in the bank where it could not be burnt. We will drive up to the bank to see."

We went up in my friend's vehicle. The whole town was burned, rather the whole business district. The fire started at twelve o'clock at night, with a fierce wind blowing. Our store went with it.

To make a long story short, the insurance adjusters came down. The last I heard, some fellows were still trying to settle through their solicitors. We showed our records, told the adjusters to take them anywhere they wanted.

Five days later we received this wire: "Come down to St. Louis. Like to see you at the Planters' Hotel."

The adjusters said, "Here, fellows, here is your money. I like the way you keep your books, not for the Company's sake, but for your own. I wish all the others would do the same."

I call that satisfaction. Then there is the man who does not carry insurance on his stock. I am going to ask this question:

"If your stock is worth only \$200, can you afford to lose that \$200 tomorrow?" If you cannot, insure your stock and do it quickly. Make an accurate statement of what you have, include what you have. Put it where it won't burn up (don't put it in the store), and let the store burn up, because you see what would

happen to your record. It is a rather inexpensive prevention, if that is what it amounts to, and I hope it will be.

#### Know What You Owe

Then you would like to know some other things in addition to satisfying your Insurance Company. You yourself would like to know what you owe. I talked to a business friend of mine just a few weeks ago. He was talking about the present conditions being hard, such and such a condition, only made so much money last year. We discussed it at some length, talking about the profit he made, and a number of other things, and finally he was telling me what he would like to do. So I said:

"How much do you owe, just what is your condition, and maybe I can suggest something?"

"Well, I have a note over here at the bank for \$300, but that is not due for some time yet."

"All right," I said. "How much are your accounts that you owe to jobbers or manufacturers or wholesalers, as the case may be, for merchandise?"

"Well, I do not know."

"You do not know! Don't you keep a record of them?"

"Oh, yes," he said. "But it will take three or four hours, I guess, to run through the books and figure



A new long vamp oxford shown to the trade for spring and summer, 1920, by the Lady Belle Shoe Company, Ltd., Kitchener, Ont.

it up, and probably I could tell you then how much I owe."

"Three or four hours to give an estimate of how much you owe on your books? What would you say?"

"I would say maybe \$900."

Say, my time is not very valuable; I am paid by you and other taxpayers to put in my time and find out about such things as that. Would you mind letting me take a pencil and a piece of paper and run through your accounts? I won't even look at the name if you don't want me to know."

"Go to it," he said, and I went to it.

Soon I had \$900, and then I worked an hour or two, and I had \$1,663, I said:

"You are a peach of a guesser. I would like to have you guess for me."

He said he owed \$900 and he owed \$1,663. What is the answer? That man did not know what he owed.

How could he act intelligently in business? He might buy a lot more tomorrow than he could pay for, because he thought he owed \$900, and he owed \$1,663. Is that good business?

I am going to tell you how a lot of people are keeping track of it. It is not something you cannot do. Any one can do it who can write down figures, and anybody who can give fifteen minutes a day to it can do it. You would like to know how much customers owe you, wouldn't you? I wonder how many of you who are running a business could tell me, if I asked you, how much people owed you when you left home? Do you know? You ought to know. It is your business. It is just the same as money to you. I hope it is; if it is not, tomorrow I am going to preach on credits. I am going to assume now, though, it is. I like to know how much people owe me, and so would you. If you are practicing modern methods, you know at the close of your business, or the next morning, just how much people owe you, and how much you owe people, and then you are going to know the expense of doing your business, and the cost of transacting that business. One man told me he was transacting business for 14 per cent., and I found out approximately it was 21 per cent. There are many instances of that kind.

Now I am wondering how many men in this audience know how much it is costing them to do business? The reason I ask that is I have a friend in this audience who is what I call a real man, one of the men who is climbing up the ladder to larger success. He came down here ready to find out anything that anybody knew. He didn't say, "I am going to agree with everything these fellows say," or "I don't like that doctrine," but he did say, "I am going to ask any question that pertains to my business." So he said, "What is the approximate cost of doing business in my line?"

I mentioned a certain sum as an average. Of course, Winnipeg and a small town of 500 people have different costs—a large store and a small store have different costs—but I am speaking of averages only. I mentioned approximately 7 per cent. more than the amount for which the gentleman told me he was running his business.

I asked him just how he arrived at that cost, and we discussed that problem. Before we had gone two blocks, he decided there was quite a large number of probably the most expensive parts of his business that were not included in that expense. Therefore his business was surely at the very minimum five or six per cent. more than he told me it was, and he wrote it down in his book. He said he was going to investigate.

I call that man a merchandiser. He is going somewhere. He is sure of what he is doing. He is not guessing at his business, but he is a modern merchandiser, because he is beginning to find out, and he is going to know.

How do you men know how to buy unless you keep a record? Supposing I come down to your store and say, "I want to sell you some monkey wrenches."

"All right."

"How many will you buy?"

"I do not know."

"How many did you sell last season?"

"I do not know. I hung the invoice on a wire over there, and the wind has torn it, so I do not know."

So I ask, "How many have you in the store now?"  
"I do not know. There are a few over under the counter there, and I saw a couple out in the store-room."

"How many did you buy, five dozen?"

"I am not sure of that, wasn't it six? No, I think I bought three."

Now how are you going to buy with that state of affairs? If you do not keep a record of what you handle and what you buy, what are you going to do? How are you going to keep a record of it?

I used to go to school—you would never know it by hearing me talk, but I did—and the teacher used to call the roll—(I sometimes went fishing)—to see whether or not I was there. I wonder how many of you people have a roll in connection with your place of business? How many of you know how many people you have there, how many articles, and what kind? If you do not know, you are not practicing modern merchandising methods as you should.

#### Find Out Your Leaks and Losses

I once saw a cartoon which showed a fellow standing with a big bucket. He was pouring water into a barrel at the top, and down at the bottom the bung-hole was open, and the water was running out. The fellow was saying, "It looks as if I will never get the darned thing full." That is the kind of proposition a man is up against if he does not keep track of his leaks and losses. He does not know, and he has nothing to tell him, where the losses occur. That man is trying hard all day. He may be a crackerjack of a salesman and a good buyer, but in this day of short profits, if he does not know what becomes of the small profits that get away, then he is not a modern merchant.

He finds out that he needs some money. "This is the eighth day of the month, and on the twelfth this is due. Now I have to get some money together by the twelfth. I wonder who owes me some money, or where there is some money I can get my hands on?"

So he begins with his record. He puts down the total accounts now due on his books from other people. He says, "Well, here is so much due me; here is \$400 on my books tonight." And then he looks over the sales for today, and he says, "I sold \$100 more today." And now he has \$500 that was on his books. Of that \$500 he finds John Smith paid \$50 today, and it is only a question of very simple arithmetic to know how much was on his books, and so he feels that night, "Well, I know how much is due there, and I can figure a certain part of that, at least I am safe that I am not owing a great deal more than people owe me. I am acting with some discretion."

So the total now on the books becomes a daily programme with that man. At the beginning of this system, a merchant has the trouble of doing what that man did. He goes through his books and finds out how much is due him. Then he takes a simple little book of some kind; he keeps it in his safe, or puts it some place where it will not be destroyed. Every day he runs his figures on this. He knows what he has to start with, adds that day and subtracts what has been paid that day, and he sees every morning how much money there is on his books. That is not a hard proposition; it is not a difficult proposition; it is not as technical perhaps as it might be.

(To be concluded in January issue)



*Board of Commerce of Canada, Ottawa*  
*The 26th Day of November, 1919*  
*Commodity—Boots and Shoes*

Present:—The Chief Commissioner, W. F. O'Connor, K. C., James Murdock (Commissioners).

Upon hearing Mr. Whitla, K.C., Mr. Price, K.C., and Mr. Morison of Counsel with this Board respectively at Winnipeg, Toronto and Hamilton, in these proceedings relating to the commodity above mentioned, and Mr. Frame, K.C. of Counsel with the Governments of Manitoba and Saskatchewan.

And it appearing desirable that a maximum profit should be set for retailers of boots, shoes, rubbers, overshoes, gaiters, and other articles usually sold within retail shoe establishments in Canada, all of which specially and generally mentioned articles are hereinafter referred to as the "said commodities."

It is ordered that, until the further order of

this Board, the margin or gross profit to the retailers of the said commodities and each of them within Canada shall not exceed thirty-three and one-third per centum (33 1/3) of the sale price thereof and that sales thereof in contravention of this order shall be deemed to bear an unfair profit.

It is further ordered that up to and including the 24th day of December 1919, any person concerned, whether vendor or consumer, may apply in writing to the Board for any amendment or variation of this order to have effect territorially or otherwise, but that, notwithstanding the terms of this order, the same shall have effect from and after the date hereof.

H. A. Robson, Chief Commissioner.  
 W. F. O'Connor, Commissioner.  
 James Murdock, Commissioner.

## Montreal Merchants Discuss Government Order

Joint Committee May be Appointed to Take the Matter up at Ottawa—Most Retailers and Manufacturers Believe the Board of Commerce has Acted on Inadequate Knowledge of Real Conditions—Certain Confusion Inevitable

From Our Montreal Office

**T**HE Montreal boot and shoe section of the Retail Merchants' Association have had under consideration, in an informal way, the order limiting shoe retailers' profits to 33 1/3 per cent. Although at the time of writing no definite action has been taken, the probability is that the different retail associations will be asked to collect data as to the cost of doing business, and that a joint committee will then be appointed to take up the matter with Ottawa.

Those retailers and manufacturers consulted are of opinion that the order is inopportune, based on inadequate knowledge of retail conditions, and open to very serious objection. To begin with, the cost of doing business may be estimated at from 25 to 31 per cent. on the selling price; in some cases, it is even higher. On the basis of 33 1/3 per cent. allowed by the order, the mark-up will not average more than 28 to 29 per cent. on sales, making allowances for the end of the season sales, depreciation, losses, etc., and as, therefore, the cost of doing business is from 25 to 31 per cent. and the margins secured only 28 to 29 per cent., it follows that many retailers will be trading at a loss or merely breaking even.

The rising and variable market presents another difficulty. For instance, a retailer may have purchased within a year a staple line at three different prices, due to the rising market. If this line were bought at say \$5, \$6, and \$7 respectively at different periods of the year, how is he to base his prices on a 33 1/3 margin? It is manifest that 50% on \$5, \$6, and \$7 (the cost price of the same line bought at different periods), will represent different selling prices for identically the same articles. As an illustration, suppose a customer bought a child's shoe for say \$2. The

size was found too small, and the following day the customer wanted it changed for a size larger. Owing to the fact that the latter size was bought by the retailer at a later period, and at a larger price, he would have to charge the customer say \$3 for practically the same shoe. In other words, the retailer, in order to secure the margin of 33 1/3 per cent. on the two sizes of shoes, would have to charge \$1 more for the larger size due to the circumstances that the shoes were bought at different periods on a rising market. The lot of a retailer, in explaining the reason for the difference in charges, would not be an enviable one.

### Hits the Small Merchant

Again, the order nullifies any advantage a retailer could secure in buying extensively and closely. Should he obtain better terms by paying cash, that advantage would automatically accrue to the public, as the margin of 33 1/3 would have to be based upon the cost of the goods. A retailer therefore who obtains a discount for cash will, under the order, have to pass that on to his customers.

The smaller retailers are in the majority, and the order will in a measure press more hardly on them than on the larger merchants. A man who buys from hand to mouth necessarily has to pay the prices ruling; whereas a man who has ample financial resources has been in the position of buying ahead on a large scale at prices lower than those of to-day, and is in possession of ample stocks. This is due to the rising market. It follows that the extensive retailer with large stocks bought at comparatively low prices can sell, on the basis of the 33 1/3 margin, much cheaper than his competitor, who has had to purchase in smaller quantities at present-day prices. In fact, the

large retailer may be able to sell merchandise, with a profit, at a price which his smaller competitor has to pay to the manufacturer or jobber. Both will put on the 33 1/3 per cent. margin, but whereas one has bought at old rates, the other has purchased at present high prices—with the inevitable result that one can considerably undersell the other and yet obtain the 33 1/3 margin.

#### The Whole Thing a Mistake

"From the public point of view," stated Mr. Joseph Daoust, of Daoust, Lalonde & Co., Ltd., Montreal, "the order limiting retailers' mark-up to 33 1/3 per cent. is a mistake. I question whether retailers make an all-round margin of 33 1/3 per cent. I know that on lines of workmen's boots the margin is as low as 10 per cent. On novelties no doubt the mark-up runs fairly high, but you must take into consideration the fact that there is a big risk attaching to these lines. The public taste is fickle, and a retailer may find himself left with goods of the very fashionable type which are difficult to dispose of. He is therefore justified in placing a higher value on these goods than on staple lines, in order to cover risks. I know of no retailers who have secured wealth through retailing shoes. The fact that some men have obtained what looks like large gross profits on some lines is no evidence that retailers generally are making abnormal profits. My experience is that they are making an ordinary living profit. The order limiting profits will probably result in some retailers advancing their profits on certain lines in order to bring them up to the limit allowed, and then the public will be worse off."

Another shoeman expressed the view that the retailer will be bound, in self defence, to advance the price of goods on which he is making less than 33 1/3 per cent. to offset the reduction on lines on which he is making say 50 per cent. In other words, the advance will have to be on goods which are bought by the working people and the reduction on goods purchased by people who can afford high prices. Thus the people who possess means are benefited at the expense of those who have limited incomes.

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## Much of the Present Day Shopping is Done Because Passersby See the Goods Temptingly Displayed

By Mr. Oscar Onken

FROM the small cabin window of a country store, way back in the days of early history making of America, to the modern architectural structure of to-day, is a long leap; the trimming of a show window has undergone an evolution even greater than the window itself, and the merchant of to-day knows very well that he must look to his window as the probable source of his best advertising.

The merchant of the trading vessel day often heaped his wares on the tops of boxes, on the banks of the stream he traveled, and old Si Hawkins hung in his window the red and blue "Caliker" he had to sell, and probably a coal bucket or a mop hung all too near the coveted dress goods, but merchandise must be shown, and the art of displaying was primitive in those early days, and still is, in remote spots all over the world.

It is the merchant who is cutting with the keen edge of friction in the thick of competition, who has

to look to his own wits or to some artist's skill for the best results in window trimming, for the window indicates the spirit of the shop. Is it classy and wide-awake, are the articles selected by one who knows what's what? Look to the window for the answer to these questions. It tells the tale.

It is not just having goods for sale; every purchaser knows a shop carries merchandise and the merchant's business now is to force upon the attention of the passers-by, the things he has for sale, and he must do this in some distinctive manner.

What has brought about this need for classy window trimming? Simply this, people do not make a memorandum of their needs and then take a day or two out of each year to buy supplies. They buy every day, the beautiful things they see and cannot resist, and the smart merchant knows his window has sold the goods very often before the customer has entered the shop. Tempting the customer by the classy display of beautiful goods is probably the main reason for the wonderful volume of business now done all over the world.

Time was when grandmother had only one silk dress, which was taken out on state occasions, and more often than not, handed down through several generations, as were most of wearing apparel. How is it to-day? The silk dress that mother wore last season is not even suitable for making over the next, too many pretty things tempt her from the shop windows, and the longing is created then and there, and so it must be a new dress, and here is the secret of selling goods. Tempt the passers-by, force upon their notice by your window trims the things they cannot help liking, and you are increasing your volume of business daily.

Those old days of stringing a line across the window, on which was hung the merchandise, or setting up a rack or box on which to display, have gone and with them the slow merchant the fly-specked goods (which hung for months at a time in the window and were not even put on the bargain counter when they were taken out) and the creeping method of doing business. You must have new displays, change your windows weekly, or semi-weekly, for remember the customer does not buy because he needs that tie, those shoes, etc., he likes and wants, and if he did not see them temptingly displayed, he would go on wearing his articles of apparel until they were worn out.

The merchant who has found out for himself this telling argument of display, is the man who is doing the business.

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## What is to be Expected in a Child's \$4 Shoe?

THE following is a letter written to one of the Toronto daily newspapers by a man who complains that he cannot purchase a child's all-leather shoe at \$4 and that merchants are misrepresenting when they do not make it known to their customers that a shoe is not built of solid leather,—

"Is it reasonable to expect an all-leather shoe for a child of 6½ years at \$4?"

"According to one of the prominent shoe merchants on Yonge street it is not possible to obtain such a shoe at this price.

"This merchant states that 'he does not believe it is good business to instruct his sales people to advise his customers that any of their shoes have not solid leather soles, as he believes that the customers would feel that he is trying to force them to buy higher-grade goods.'

"In the first place, customers do not expect to get paper-soled or filled-soled shoes from a prominent merchant at

any price. Furthermore, this merchant fails to realize that he is misrepresenting his goods by failing to advise his customers that they are not getting for their money what they think they are.

"Such was my experience with this merchant, and the shoes for my little girl had worn through to the very inside in thirty days' time.

It seems to me that it would be well for the general public in these days of high prices to put the question first of all as to whether they are securing what they are more than paying for."

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## Ninth Annual Convention of National Shoe Retailers' Association Promises To Be The Best Ever Held

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**S**PECIAL invitation has been extended to the members of the Canadian National Association of Shoe Retailers to attend the ninth annual convention of the National Shoe Retailers Association of the United States, to be held in Mechanics Building, Boston, January 12, 13, 14 and 15. The convention publicity committee state that this coming meeting is assuming tremendous proportions and bids fair to be the most largely attended, most constructive

also that there will be several working exhibits of unusual interest and a model store with every up-to-the-minute accessory. This model shoe store is purely for educational purposes.

The indications of attendance so far received make it certain that the number of shoe retailers to be taken care of in Boston next January will far exceed the number attending any previous convention. One of the facts in connection with the attendance that is most pleasing to the Committee is the assurance already received of a large representation from Canadian retailers. Invitations have been extended to the trade in Mexico and South America and it is hoped that many merchants representing the Latin-American countries will be in attendance.

The interest felt by retailers everywhere is shown by the number of responses received from one question. Hundreds of answers are on file in the office of the committees, suggesting topics for discussion at the sessions. The Committee on programs is thus able to arrange the subjects and speakers making the strongest appeal to the most retailers.

The Convention will open Monday morning when the retailers will have one half day to examine merchandise. Opening sessions of the Convention will be 2.00 p.m. and in the evening there will be a "get-together" for the retailers. Association business will occupy all day Tuesday and the style show will be staged that evening. Discussions from the floor of problems vexatious to the shoe retailer occur on Wednesday. There will be approximately fifteen subjects, each one of which will be handled by a retailer competent to set subjects before the delegates to the best advantage. After he has given his talk, delegates may ask questions and have them answered. Wednesday evening there is a deep-dyed mystery awaiting the retailers. The closing sessions will be held on Thursday morning and the retailers will have another half day in the afternoon to examine merchandise in addition to the above hours between Convention sessions. The Convention closes with a banquet and grand ball Thursday evening. The ladies will, of course, be well looked after and a program of entertainment has been arranged.



and instructive convention yet held by the National Association.

The exhibition of shoes and accessories heretofore amounting practically to an incident in connection with former conventions becomes a feature in 1920. This is due primarily to the fact that the convention and exhibits are to be held in Mechanics' Building—a structure admirably planned for just such affairs. Nearly 150 shoe exhibit spaces have already been contracted for, besides which is the most comprehensive showing of findings and accessories. It is expected

### Turning a Threatened Loss Into Profit

**A**TORONTO retailer purchased for the past season's selling a line of attractive pumps in equal quantities of brown and black. When he started to sell them he found that, while his customers purchased the black pumps readily, there was practically no demand for the browns. The reason for this, he said, was because the majority of women had been wearing black boots, and if they changed over to brown they would have to purchase brown stockings to match.

When it began to look as though these brown pumps were fated to become shelf-warmers the retailer decided he would dye them black. This, he said, was accomplished quite easily, the method followed being to only dye one or two pairs at a time as they were needed to size up the original black line. For instance, when a black 4-C was sold he would simply take a brown 4-C, dye it black and fill in his stock. In this way he was able to get out of a hole that threatened to engulf all of the profits on the original black stock.

Factory of the Lady Belle Shoe Company, Limited, Kitchener, Ont. This building was commenced in the fall of 1914 and the cutting room was in operation by February 15, 1915. It is of mill construction, red pressed brick, equipped with automatic sprinkler system and every modern convenience.



## Manufacture of Women's McKay's in Modern Factory\*

A Journey to the Up-to-date Plant of the Lady Belle Shoe Company at Kitchener, Ont., Reveals Some of the Details that Enter into the Making of Women's High Grade Footwear—Quality of Material an Essential Factor

**I**N the fall of the year 1914 there was formed in the city of Kitchener, Ontario, another link in the great chain of shoe industries that play such an important part in the industrial life of the Dominion. This link was given the name of "The Lady Belle Shoe Company, Limited," and, although starting in a small way, as most successful industries have done; it had behind it men of wide experience in the shoe business—Mr. A. A. Armbrust and Mr. Alex. Inrig. These men started out in business building shoes to an ideal—that ideal was to produce the finest possible McKay shoes for women. The business has naturally grown and Lady Belle shoes are known and sold to-day in shoe stores throughout the entire Dominion.

The name "Armbrust" has been connected with the shoe industry for the past twenty-five years, Mr. Armbrust's father at that time being in the staple business known as the Armbrust, Oberholtzer Company. In that business the present secretary-treasurer and general manager of the Lady Belle Shoe Company spent fifteen years, working through all departments from bottom to top, eight years being put in "on the road." In 1912 Mr. Armbrust became interested with Mr. W. E. Woelfle in the organization of the Woelfle Shoe Company, in which company he occupied the position of secretary-treasurer until the year 1914.

Mr. Alex. Inrig is a Toronto man who has been in the shoe business ever since he was knee-high to a

grasshopper. He started with the firm of Cooper and Smith, of Toronto, his father at that time being superintendent. Shortly before his father left the Cooper & Smith firm to go into business for himself, Mr. Inrig went down to Montreal and took a position in the factory of the company then known as Ames-Holden. Always with an eye to bigger and better things, Mr. Inrig made several changes during the following years, and after a varied experience in executive capacities he became associated with the Western Shoe Company, Kitchener, being created foreman of the making room at the time of their organization, some thirteen years ago. At the time Messrs. Armbrust and Woelfle organized the Woelfle Shoe Company he went with them as plant superintendent until the year 1914, when he became vice-president and plant superintendent of the Lady Belle Shoe Company, Limited.

### The Factory

It is characteristic of the energy and determination of Armbrust and Inrig that their plant was erected and the cutting room in operation by February 15, 1915. The building is of mill construction, red pressed brick, and is equipped with every modern convenience, including an electrically operated elevator. The entire factory is protected with an automatic water sprinkling system and the lighting arrangements are thoroughly modern. Few shoe factories can boast such a plentiful supply of daylight on all four sides of the building. When it is necessary to use artificial

\*The fourth of a series of articles describing prominent Canadian shoe factories and tanneries.



Cutting room in the Lady Belle Factory. Here the men are all paid a straight salary instead of on the piece-work system—the principal idea being that economy and care in leather cutting is of more importance than quantity of output.

light, this is provided very efficiently by means of high-power nitrogen lights in suitable reflectors. Special attention has been given to the proper shading of drop lights and in the upper stitching room it is noticeable that each operator has been provided with an individual light in a goose-neck fixture.

The executive offices are on the second floor and are equipped with modern labor-saving devices. The capacity of the factory is about six hundred pairs a day and the company's employees number about seventy-five. At the present time there are orders on the books sufficient to keep the plant working at full capacity for the next five months, and the men who have been somewhat instrumental in creating this condition will be recognized as follows: Mr. D. J. Hardie, who covers the city of Toronto; Mr. Geo. H. McCrady, west of Toronto; Mr. Fred E. Jenner, city of Montreal and Ottawa; Mr. A. Foster, Eastern Ontario; Mr. J. Lauffer, Northern Ontario; Mr. J. Trick, British Columbia; Mr. C. Himburg, Alberta and Saskatchewan; Mr. W. J. Hurst, Maritime Provinces, and Mr. W. J. Taaffe, province of Manitoba.

#### Specialize in One Line

The Lady Belle Shoe Company make high-class McKay footwear for women exclusively. They do not make men's or children's shoes, nor have they any wish to. They have placed their eggs in one basket and that one basket receives their undivided attention. They use nothing but solid leather insoles, No. 1 oak outsoles and first quality materials throughout. The Lady Belle lines are produced in kid, patent leather and calf in blacks and colors; high shoes, oxfords and pumps. There is also constructed a finely modelled McKay, which is called an "imitation turn." So closely does this resemble a turn shoe that the casual observer fails to detect the difference. Machinery has also been installed for the purpose of turning out McKay Goodyears. This, as will be gathered from the name, is a shoe manufactured by a combination of both processes, the outsole being stitched on a Goodyear stitchee.

#### Use Canadian Made Materials

Wherever it is possible the firm purchase nothing but Canadian manufactured materials. Calf leather is made by Davis, of Newmarket; sole leather is pur-

chased in Kitchener, and the patent leather comes from A. R. Clarke & Co., Toronto. The United States is the source of supply for fine kidskins, but it is, of course, a universally known fact that these are not produced to any great extent in Canada.

#### A Frictionless Factory

In the Lady Belle plant there is no friction or lost motion—every job travels in a continuous line from one operation to another. Every employee performs a certain task and by doing it continually they do it superbly well. A person trained to one operation cannot readily turn his hand to a distinctly different operation and make a success of it.

The policy of the company is to maintain nothing but the newest and most satisfactory machines. When a machine becomes out of date it is replaced with one that will give more efficient and satisfactory service.

The entire power transmission equipment runs on Chapman ball bearings. The shaft that drives a battery of the heaviest machines in the plant is so nicely balanced that it can be turned over with two fingers. In fact the whole plant gives one the impression of a large and orderly, well-oiled machine, securing a max-



The upper stitching room in the Lady Belle plant is well equipped with daylight and, when artificial light is necessary each operator has an individual gooseneck electric fixture



imum production with the least physical effort and, consequently, the lowest possible overhead cost.

### How the Name Originated

When the company was formed, in 1914, not the least of the problems confronting the owners was the selection of a name for the new organization. Something was wanted that would combine the quality and type of shoe to be made and so with the French word "Belle," which means fine, beautiful, lovely or handsome, they combined the word "Lady," and we see that it stands for "ladies' fine shoes." The Lady Belle brand is stamped on the lining and sole of every shoe, unless otherwise specified by the retailer, and is the only brand now used.

### The McKay Process

Briefly, the McKay is a method of shoemaking named after the inventor. The upper is lasted over an insole; the last then removed and the outsole sewed on by a thread which goes straight through from the

would be possible to produce Goodyears at a price that would compare favorably with first-class McKays. The outstanding fact is, however, that a good McKay costs considerably less than a first-class Goodyear.

### The Making Process

In the plant of the Lady Belle Shoe Company all leather stock when received, is put in the cutting room warehouse, where it is sorted by the department head according to the type of shoe for which it is best fitted. When orders are received a job card is made out in the office. This card is in three sections—one section being sent to the sole room; the second accompanies the linings and the third goes to the cutting room and stays with the order right through the factory.

The cutting room foreman, on receipt of his section of the order, selects the proper quantity and quality of stock and turns it over to his cutters, together with the proper patterns. These patterns are made of flat metal and the parts are all cut individually, the



A portion of the lasting and heeling department in the Lady Belle factory. The machine in the immediate foreground is the heeling machine which builds up the top deck, base and top piece and attaches them to the shoe under great pressure.

outside, catching the upper and insole with the seam showing on the inside. The outsole, having first been channelled, is pasted back over the outside seam after sewing and a sock lining covers the inside seam.

A well-constructed McKay is, in the matter of good appearance, a close rival to the turn, and is frequently considered superior to the Goodyear. In the McKay process it is possible to make a lighter and more flexible shoe than the Goodyear, and, at the same time, with more durability than the turn. Much of the success in McKay construction depends upon the type of insole used. Complaints are often voiced that the McKay is an unsatisfactory shoe from a repairing standpoint and also from the point of wear. It is claimed by manufacturers of McKay shoes, however, that if properly constructed, with solid leather insoles, the best box toes and counters and first grade materials throughout, they are just as satisfactory in wearing qualities and ease of repair as a Goodyear, providing the proper repair machinery is used.

The cost to the retailer is, of course, considerably lower. With less regard for the quality of materials used it would be possible to produce McKays at an even greater saving over the cost of Goodyear welts than is shown in the Lady Belle factory. Similarly it

cutter laying the pattern on the leather and cutting around it with a sharp knife. It is usual to cut fine leather in single thicknesses because it ensures the best possible cutting surface and selection out of each skin. Linings are, of course, cut in several thicknesses at once.

### Colors are Matched

It frequently happens that there are variations in color in a single shipment of leather—or even in a single skin. Part of the skin may have been of closer texture and so did not absorb the dye to the same extent as another softer section. Many retailers have had the experience of finding single pairs of shoes a different shade. To avoid this, the Lady Belle people match and number every piece intended for a certain pair of shoes and these pieces are brought together according to their number in the stitching room. In the cutting room the men are all paid a straight salary for the reason that speed is of less importance than accuracy and economy in cutting.

The cut patterns are then gone over by the quality man, who checks up the vamps, quarters, linings and trimmings, and they are then assembled according to the order number and sent on to the stitching room.

In this department one of the first operations is



The sole room in the Lady Belle factory is on the ground floor of the building. Here the leather is cut to shape, rounded, channelled, tempered, and then sent to the lasting room.

to skive, cement and fold the edges of the different parts that go to make the upper. This is all done on machines for that purpose. The edge folder is an efficient little machine that automatically cuts the rounded corners so that they lay down smoothly without bulging.

If the order calls for perforations the pattern is marked on the leather and turned over to an operator working on a special U. S. M. perforating machine. This machine, in principle, is something like an ordinary sewing machine, each hole being made separately. Now, in order that these perforations may be made absolutely watertight—in a rainstorm, for instance—it is necessary that they be waterproofed on the inside. To do this a narrow strip of waterproof tape is pasted under the perforations and afterwards stitched with a double row of thread. This serves the double purpose of adding ornamentation to the exterior, and also of holding the waterproof tape in place.

The parts that are assembled and put together in the stitching room are the vamps, quarters, back straps, linings, facings, top bands, eyelet stays and so on. In the linings, at the backseam, a reinforcing tape is inserted to add strength. This is stitched on a special machine which automatically feeds the tape and inserts three rows of stitching in one operation.

#### Assembling

The uppers and linings are assembled and stitched—this process being called “top stitching”—and the work travels over to the eyeletting machine. This machine is a U. S. M. Duplex eyeletter, and an interesting feature is that both rows of eyelets are inserted in the one operation. This avoids any possibility of having more eyelets on one side than on the other—a mysterious annoyance that frequently occurred under some of the older systems of eyeletting.

The uppers and vamps are then turned over to the vampers to be stitched together. This is one of the most important operations in a shoe factory and requires very skilled operators. The vamp lining is stitched in at the same time the vamp is stitched to the quarters and a vamp stay is inserted to hold the lining more securely and keep it from spreading and tearing. Singer machines are used throughout this department.

The uppers now go to a machine that automatically laces and ties them, preparatory to the lasting operation. At this time they are again gone over by the quality man to see that they are in perfect shape. In the case of colored uppers, protectors are placed on them and are not removed until they come to the treeing department.

#### Lasting Department

The operator who first receives the uppers from the stitching department places them over the proper lasts, inserts the counter and tacks on the insole. The bottoms of the lasts are of metal and contain two small holes through to the wood for attaching the insole. The Lady Belle company use Spaulding's fibre counters exclusively. These are guaranteed by the makers.

The shoes are now ready for the pulling-over machine, at which operation the box toe is also inserted. Beckwith box toes are used entirely and in order that these may be properly molded they are first heated at 210 degrees. A small heater for this operation is beside the laster. After the box toe is placed, the toe of the upper is pulled over the last on a Rex pulling over machine and automatically tacked. From here the work travels to what is called the hand-method lasting machine which lasts the sides only. The toe is then pulled over again on a flat bed lasting machine. This process is similar to that used in making welt shoes and is not generally used by McKay shoe manufacturers as it is more expensive. The laster on the flat bed machine tacks the upper to the insole all the way around, using a tacking machine that automatically feeds the tacks as fast as they can be driven.

The shoe then goes to the crowner who irons out any wrinkles that may have developed and also sees that the shoe is perfectly lasted before the outsole is attached. At this point the insole is coated with a special anti-squeak paint, which eliminates any danger of the shoe squeaking after it is made. Then the shank and filler are put in place and the outsoles tacked on.

#### Sole Leather

During all this work of cutting, fitting, stitching and lasting the uppers the sole leather department have also been working on their portion of the order ticket, and by the time the uppers are ready the out-

soles have been prepared and tempered and are on hand in the making room.

All sole leather used in the Lady Belle factory is No. 1 oak. The sizes are cut with steel dies, on a U. S. M. cutting machine and then sorted. When a job order is received the outsoles are cut and rounded by the use of special wooden patterns to the exact shape required. It is essential in the making of Mc-



Mr. A. Armbrust, secretary-treasurer and general manager of the Lady Belle Shoe Company, Ltd.

Kay shoes that the outsole be exactly the right size before it is stitched.

The soles are then sweated to the proper temper, in which condition they will remain for twenty-four hours or so—long enough to be sent on to meet the uppers and be stitched in place.

After the soles are rounded they are put through a channeling machine which cuts and lays back a thin layer of leather, at the same time grooving the channel.

After the outsoles have been tacked on the lasts

are pulled and the soles stitched on McKay stitching machines. As outlined previously, the McKay stitcher works from the outside and sews through the outsole, catching the upper and insole with the seam showing on the inside of the shoe. Now the lip of leather that has been laid back for the channel is cemented and firmly pressed back into place on a little machine consisting of a rotating grooved wheel which rubs down the entire channel quickly and thoroughly. The sole is then levelled on a U. S. M. Atlas levelling machine.

After the sock lining has been pasted in and the heel seat nailed down, the shoe goes to the heeling machine. High leather heels are built in three sections—the top deck, base and top piece. Before the sections are attached they are passed through a pricking machine which punches the nail holes. This provides that when the heels are being attached the nails will travel in the proper direction. All three sections are thoroughly cemented and attached under great pressure, the machine driving all nails in each section in one operation. The heel at this stage is in the rough, untrimmed state and possesses little of the beauty it afterwards develops in the finishing room.

#### Attaching Wood Heels

In attaching wood heels the process is somewhat different. The Lady Belle Company have installed a special wood heel attaching machine so that this may be done in the most up-to-date manner. Instead of being attached from the outside they are put on from the inside and in order that they may be securely fastened and less liable to come off accidentally the company use the Staytite heel reinforcer and counter strengthener. This is a fibre plate cut to the shape of the heel and which provides a solid foundation for the heel fastenings. Before wood heels are attached their position is marked on the sole leather which must be convexed to fit the depression in the wood heel. These heels are also glued before being fastened.

#### The Finishing Room

Lasts are again inserted; the shoes laced a second time by hand and passed on to the finishing department. Those with leather heels go first to the heel and breast trimmers. After the heels have been trim-

Finishing Department in the Lady Belle factory where the heels are trimmed, colored and burnished, sole edges set and ironed, bottoms sanded on Naumkeg machines and bleached. White and colored heels are enamelled with an air brush.



med to the proper shape on machines which are set to turn out the proper shape, something after the manner of a wood-turning lathe, they are sanded and dyed and filled.

For white and colored heels the company have a spraying outfit which sprays on the enamel much more evenly and thoroughly than could be done by hand.

The soles are now edge trimmed and the heels sanded a second time, edges colored and set up on the latest model U. S. M. heel and edge setting machine. In finishing the heels a special machine feeds hot wax to the heel surface which serves the purpose



Mr. Alex. Inrig, vice-president and plant superintendent of the Lady Belle Shoe Co., Ltd.

of filling any cracks and also of giving the heel a fine, enamel-like appearance. The heels are then brushed and wheeled next to the uppers.

#### Sanding the Soles

The next operation is sanding the sole and this is done on what is known as Naumkeg machines. The sanding surface consists of a rubber pad, covered with emery and kept inflated with constantly circulating air. This air circulation not only keeps the sanding surface cool, thus preventing any danger of burning the sole, but also provides a yielding surface which is necessary in sanding the shank.

After sanding, the soles are bleached, stained and brushed. As the appearance of a shoe is often marred by a stained bottom, nothing but the best materials and thoroughly clean equipment is used in this department. After these different operations the heel nails are scraped, the aluminum heel plate being scraped at the time the heel is burnished.

The lasts are then pulled and the shoes sent on to the treeing department where they are ironed, treed and cleaned on Miller treeing machines. These machines have an expansion leg which fits all sizes of shoes but a separate foot is required for each size and last. The operators in this department iron out all wrinkles, clean off any spots that may have developed and remove the protective coverings on colored shoes. In ironing patent leather shoes it is necessary to first coat the leather with vaseline to avoid marring the finish of the enamel.

In the treeing department is also located an elec-

trically heated embossing machine for attaching the Lady Belle brand.

All patent leather shoes pass through the hands of a skilled patent leather repairer who examines every shoe for marks unavoidably caused in the making and repairs them with special materials in a manner that is permanent and impossible of detection.

The shoes are now ready for the shipping room, where they are packed in cartons, stamped and made ready for shipment.

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## Difference Between Gross and Net Profits Not Realized by Public

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**M**R. F. W. Stewart, Managing Director of Cluett, Peabody & Co., at a meeting of the Montreal Publicity Club, made some very pertinent remarks upon so-called retail profiteering. He emphasized the point made in our editorial columns last month as to the confusion between gross and net profits. Mr. Stewart pointed out that there have been frequent cases before the Board of Commerce where wrong impressions of the profit being made have gone broadcast throughout the country, because those responsible failed to make it clear that a mark up of 60 cents on a dollar article is not a 60 per cent. profit, and that something must be allowed for overhead and other expenses. This misconception not only caused unrest, but it branded, unjustly, merchants as profiteers, when not one of them in a thousand are making much more than three per cent net profit.

Mr H. K. Kenyon, who was the chief speaker, declared that twenty per cent. of the failures of retail merchants are due to their inability to properly calculate the cost of overhead expenses in connection with their sales when marking up the price of their goods, and the lack of a proper realization of what proportion of their receipts is net profit has resulted in a wrong impression spreading broadcast regarding their operations.

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## Tillsonburg Shoe Company Reward Employees for Faithful Service

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**T**HE Tillsonburg Shoe Company, Tillsonburg, Ont., to show their appreciation of employees' co-operation, has decided to present to every employee a life insurance policy to the amount of \$500, which increases at the rate of \$100 a year so long as the employee remains with the company. If the employee finds it advisable at any time to leave the company's service he will be at liberty to take up the policy and assume personal payment of the premiums—otherwise they will continue to be paid by the company.

So far as we know the Tillsonburg Shoe Company are the first people in Canada to adopt this system and among the first on the whole continent. They have realized that much of their success is due to the faithful service of their employees and consequently that the employees are entitled to substantial appreciation. Progressive policies of this kind tend to stimulate production—the one thing that is needed in Canada at the present time.

<p><i>Young Men's</i> <b>Styles</b></p> <p>one of the features here</p> <p>We have just the shoes they want</p>	<p><b>Our</b> <b>Prices</b></p> <p>are based on what the shoes cost us</p> <p>There's No Profiteering in this Shoe Store</p>	<p><b>Money's</b> <b>Worth</b></p> <p>that's what people want when they buy shoes</p> <p>They get it here</p>	<p><b>Every</b> <b>Dollar</b></p> <p>you spend here will pay big dividends in</p> <p><b>STYLE,</b> <b>SERVICE</b> <i>and</i> <b>COMFORT</b></p>
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Window cards increase the selling value of your merchandise.

## Value of Practical Knowledge of Card Writing

A Window Without a Show-card is Like a Catalog Without Descriptive Matter or a Book Without a Title—Practical Advice for the Man in the Shoe Store Who Aspires to be a Card Writer

By F. T. Baxter\*

**T**HERE is no surer indication of a lack of progressiveness in a retail store today than the absence of show cards and price tickets, in connection with window and interior displays. Outside of a comparatively few very exclusive stores in the largest metropolitan centres, there is no store that can afford to ignore this direct method of selling goods.

No advertisement can be more effective than a well executed show card, placed as the centre of a window display, for, while bill posting, painted bulletins, street car and newspaper advertising are all effective, the merchant's shop window forms the final link in a chain between the indecision and decision of the prospective purchaser who is on the sidewalk, right at the merchant's door, and they are influenced most strongly by what they see and read in the window.

### Properly Worded Show Cards Create Desire for Goods

In some instances the show card, if properly worded, creates a desire for goods they have never had before, and in others it reminds them of an actual need, which otherwise might have escaped their memory.

The individual who originated the somewhat vulgar, though expressive phrase, "Show me," touched upon a trait in human nature that is universal. Hence the "Show Card," that's its mission, to show me, by a few well-chosen words (which embrace one or more of the chief selling points of the merchandise), why I should buy.

Today the show card is recognized as one of the most powerful agents for the production of business,

and the great national advertisers are clamoring for space in store windows in which to display their branded products, in connection with beautiful hand-lettered show cards, which speak to the consumer right on the threshold of the source of supply, and suggest to the man or woman on the sidewalk, "Here are the goods which you have read about a thousand times." "Here is the price." "Buy now." These princes of advertising are great students of human nature; they know the value of window cards in connection with display.

A show window without a show card is like an illustrated catalogue without any descriptive matter or price, or like a book without a title.

To the writer there is something pathetic about a display that has nowhere in evidence the all-important show card. I have personally known supposedly clever window trimmers who consider that a show card actually spoiled their displays, that in a really high class window trim it was out of harmony. These fellows are not really "on to their jobs." They are not students of psychology, which every good trimmer should be; they run too strongly to "art stuff." The card with them is an afterthought, not a carefully pre-arranged centrepiece for a setting scheme. A show card should form part of, not be an addition to, a display. The men who trim these "too-exclusive-for-a-show-card" displays have forgotten their mission in life, which is to sell goods for their employers, through the medium of the show window. They create pretty pictures, which, to a greater or less extent, are devoid of selling appeal to the buying public.

"Art for art's sake" doesn't help a merchant with huge fronts of plate glass, for the cost of which every month he can charge up half his rent or more. "Art

\*The Baxter Sign Company, Winnipeg.

for business" is the axiom of window display, and knowledge of this is imperative on the part of the window trimmer.

### Increase Selling Value of Merchandise

It is the writer's opinion that there is no merchandise display it is possible to conceive the selling value of which would not be improved 25 per cent. to 75 per cent. by a properly worded, harmoniously colored show card.

The display itself offers a general appeal. The show card is more direct, for it points out the selling features of the merchandise, just like a good salesman, and creates the desire; the price ticket is the last argument between the merchant and the man on the sidewalk.

One thing that the traveller has discovered is that all the world over the human being is, in the main essentials, pretty much the same. They are all susceptible to the same desires and the same appeals, etc., to a greater or lesser extent. The shopper in Paris is little different from the shopper in New York, London, Petrograd, or Goldenville, Sask. This being so, the person who enters or passes a general store in a small town is, in no great particular, any different from an individual who enters or passes one of the great departmental stores of a large city such as Winnipeg. All the factors which enter into the task of inducing the individual man or woman to buy are just as much present in the one case as the other.

Much has been said and written about the proven results of silent salesmanship in the shape of display as practised by the modern merchant, both in the windows and in the store—most country merchants have visited large cities on buying trips and must have noticed the extensive use of price tickets and descriptive cards attached to goods on display throughout the stores.

Some of the larger stores keep a regular staff of artists who do nothing else but produce these display cards, which are changed regularly every day and in some cases twice a day.

In this respect the average country merchant lags behind his city brother merchant. It does not seem to occur to him that if he were to use the same methods in a modest way that he, too, would attract attention and sell goods in the same way.

Present merchandising methods demand that the selling price should be plainly marked on every article and that the price be adhered to unless, for reasons best known to the merchant himself, he decides to cut the price. It is then advisable that the saving to the customer be shown by leaving the original mark on the goods beside the cut price. This being so, the humble showcard and price ticket is given a place in the mercantile world second to none as a direct sales medium. The selling price and regular price on the article offered for sale is brought directly before the individual. How much further could any medium go? A verbal demonstration does not go. It has been abundantly proven in all the great retail merchandising centres that the average customer will not ask the price. There is a doubt and they pass on to where the price is plainly in evidence and the matter beyond dispute; and Mrs. Brown of the city is essentially the same as Mrs. Brown of the small town, and Mrs. Green of Goldenville, Sask., is pretty much the same human equation as Mrs. Green of Winnipeg.

So why the different treatment, Mr. Country Merchant? You are where the money is. Why are your front windows and your walls fly-specked and smeared and your goods carelessly arranged? Why is the same merchandise left in your display windows for weeks on end, and not a price ticket in sight; your store utterly devoid of a single display table to attract the eye and not a price ticket or a showcard in evidence?

### Keep Your Money at Home

Now, why not do business in metropolitan way? Keep your money in your home town? Make up your mind that every time you receive a shipment of new goods you will take one of your windows, show cases or tables and make a neat display of these goods, on which you will place a show card which shows that the goods are "just received and that they are the newest and latest and the price is right," and then plainly ticket the price on every article and adhere to that price.

Another suggestion is that you should change the tables around every day or so, showing something different taken from your stock, so that your customers will never enter your store without seeing something on these tables that is seasonable, together with a descriptive showcard or priced ticket plainly in evidence to attract the eye and silently appeal for immediate purchase. Your stock will thus pass in constant review before your customers and stimulate more business.

Another thing—see that you give the store a bright and business-like appearance by the use of catchy showcards, on which should be printed plainly motto-relating to your business methods, with silent selling talks, bringing into prominence goods which are hard to display; and if you have a second floor on which to do business, this would be advertised by means of these handing motto cards, and customers induced to climb the stairs. It is hard for a customer to go through a store filled with these bright mottos and come away without the impression that the store is run by an up-to-date merchant, who is prepared to give modern store service.

Make sure that any price tickets or showcards

### The Final Appeal

Do your Christmas shopping early, do it early, mother dear, buy those gift cigars for father ere the cabbage leaves are sere; get the fancy ties for brother, all hand painted, nice and sweet, while the holly's in the window and the Jimcracks fill the street. Buy the cook an inlaid poker, lift the milkman from the dumps, get him, mother dear, some ribbons—pale pink ribbons for his pumps. Let us then be up and doing, bright and early, mother dear; we must buy cut glass and china for our brothers' Christmas cheer; we must do our shopping early, buy the toys with pizened paint, so that dearest little Willie may curl up and be a saint. Hook me up, my dearest mother; put my state wide hat on straight; we must hasten, we must hurry, or we'll be—alas—too late; ere the celluloid cuff boxes and the plush-bound tomes of lore, and the four-cent Christmas greetings all are gone for evermore. So let's hustle, dearest mother, let us swiftly hit the pike; to our Christmas shopping early let us make a gentle hike.

WALT MASON.

you use are properly executed—cheap looking cards give a poor impression. One would hardly credit the veracity of any concern that would label a \$20.00 suit with the top of a shoe box lettered with a blue pencil or marking brush, or use any other equally unbusiness-like salesmanship. Cheap-looking, poorly-executed cards convey just the idea they represent—they make a fifty-dollar article look like four-ninety-eight.

There is an opportunity in every purchase, in every advertisement, in every sale—an opportunity to increase your business by showing goods that people want at prices that are right. Every customer is an opportunity for you to be polite, to be honest, to make a friend for your store.

#### Every Merchant Should Have a Show Card Service

The plea of the merchant in the smaller cities and towns (when he is criticized for not using show cards and price tickets) that he cannot obtain them, is no longer in order. Today a show card service is available to every merchant in the whole country; the advantages of the large stores that keep show card writers constantly employed are at the call of every live retailer in the land.

Some store are fortunate enough to have a combination display man and show card writer, who is trying to make himself proficient with the brush and pen, as well as in the art of merchandise display.

I say to this young man, stick to it and succeed, and you'll never need to look for a job.

To those combination men I would, if I may, give a few rules by which they will be wise to be guided, especially those in the smaller towns and cities.

Secure by all means a roomy place to work in, not cubby hole in the basement.

Get a good, strong, firm, well-built desk to work on; a man can't do good work on the top of a packing case.

Then surround yourself with a lot of good show cards by A1 professional men, "top notchers," that you know are at the head of their profession, and copy these cards again and again. Then get a few more and do the same thing. Keep yourself surrounded with the best work in your chosen line, and you will develop good style, and not a sloppy way of lettering, which would be inevitable if you were not surrounded with examples of perfect show card work.

You will also develop the faculty of layout, which is quite as important, if not more so, than lettering. As an employer of show card writers I would far sooner hire the man who could make a perfect layout, but was deficient in lettering ability, than the man who was a good letterer, but could not layout a good show card, because the most perfect lettering could never redeem a poorly laid-out show card.

I am not a great believer in steadily practicing alphabets. As a teacher I prefer to teach the beginner to write a show card complete, right from the start. I do this for the same reason that in public schools they teach my children in the first grade to spell whole words at once by sound.

When I went to school they taught the alphabet A, B, C, D, E, F, and so on, until I learned to reel it off forward and backward, and then they proceeded to go back all over it again and explain why this letter had a different sound in one word than it did in another, which resulted in much confusion and loss

of progress. Today, under the new method, my boy at ten can years old can outspell me.

And so, I say to young fellows trying to train themselves to write show cards, that although "practice still makes perfect," be sure that you are practicing the right style, and that your efforts are leading you towards perfection, and that you are not developing a freak style of your own, through lack of comparison with really first class finished work. See that you get those samples to guide you. It is cheap education, whatever they may cost you.

To develop as a show card writer you must get in the atmosphere of good work. "Hitch your wagon to a star." I do not mean that you should try and do the very ornate and pretty things before you have learned to do the more simple ones. As a judge of good show cards I do not always place the ones with the most decoration on them in the first prize list; often the plainest is the prize winner.

#### The Test of a Good Show Card

The test of a show card lies in many things, such as massing and grouping the various elements of the inscription in the right order, so that they please the eye, and will convey their message in the most suggestive way; the suitability of the size, color and decoration, if any, in relation to the merchandise that the show card is to be displayed with. Summed up, it



An attractive oxford for spring and summer, 1920, offered by E. T. Wright & Company, St. Thomas, Ont.

means that whether a show card is pretty or not, it is judged on its selling or advertising value in relation to the goods on display.

In laying out a show card, symmetry is an absolute requisite; it must "balance."

An effective show card will not be overcrowded. It is better if a man on the sidewalk can read it as he moves along.

When in doubt about the color, use black on white.

It pays better to tell people on a show card what they want to know, not what you think is "clever," and has no relation to any selling feature in the goods.



Two low-cuts for Spring, by Dunn & McCarthy, Auburn, N.Y. Both these styles are selling well in patent leather, brown kid, dongola and white canvas.



## What is the Money Value of Your Window ?

**W**HETHER or not you have figured it out in dollars and cents, your store windows have a definite money value. Too often, says the Inland Storekeeper, a merchant in a medium sized town will admit that his windows are a big help to his business, but in the same breath will tell you he doesn't have the time to devote to them that he should. He will say that he changes his displays at every opportunity he gets, but these only come at odd times, and in consequence a display will remain in the window anywhere from one to three weeks and sometimes longer. This is bad business, but it can usually be accounted for by the fact that any merchant who might so disregard his show windows has not put down in black and white a definite money value for this store asset.

Let us step into the cities throughout the country and see to what a fine point the department stores have gone in developing and determining the commercial value of their windows. C. J. Potter writing in "Advertising and Selling" (N.Y.), has compiled some interesting figures to show the value some merchants place upon their windows. Here they are: Chas. Stevens & Co., of Chicago, \$150,000 a year; R. H. Macey & Co., of New York, \$150,000 a year; Lord & Taylor, \$100,000 a year; Filenes, Boston, \$506 a day; Saks & Co., New York, \$50,000 a year; Famous & Barr, \$10 to \$25 per day per window; B. Nugent & Bros., St. Louis, \$4 to \$15 per day each according to size and location. When windows are properly trim-

med it is estimated that from thirty to fifty per cent. of the store's sales can be made directly from the windows.

But to put aside the mercenary aspect of the question, any merchant who by his window display induces people to eat better food, wear better clothing, have better furniture in their homes, is unconsciously raising the standard of living and is working with the school, the church, the library for a better community. The store window, today, has become a veritable museum of useful crafts and a never ending source of interest to all people.

The great principle upon which a store window works and sells, is that of creating dissatisfaction. Many of us go past these attractively trimmed windows; we become dissatisfied with our clothing, the furniture we have at home, or the little luxuries that we do not have but see on display. In this dissatisfaction there is often the first elements of possession. We put forth more effort, it brings out the latent powers within us, our ambition is fired to do more, earn more, and be more, in order to have more of the good things in life which we find displayed in the shop windows.

So hereafter, let us consider our windows from the two vital angles—first, from a financial business-building standpoint and second, as a means of raising the standard of living and of bettering the community. Too much effort cannot be put upon the store window display.

### *Chronic Faults of the Average Business*

**A**N EFFICIENCY expert who has investigated hundreds of retail stores believes that the merchant who is able to answer the following queries satisfactorily is well on the road to success.

Have you a complete knowledge of the merchandise you sell ?

Do you know how to bring forth the strongest selling points in a sales argument ? Do you know the weak ones ?

Do you operate a complete want system—how do you know when you are out of goods required ?

Do you inventory once, twice or more frequently each year ?

Have you built up a following and do your customers "repeat?"

Do you keep careful record of your failures and do you analyze your successes ?

Have you solved the problem of the Golden Rule in Business ?

Do your employees work for you or with you ?

Do you get sufficient sleep, exercise and recreation ? Are you honest with yourself, as well as your customers ?

Have you an accounting system that shows you, every day in the year, just what your business is doing ?

Many other questions might be added, of course, but these, it is declared, uncover the chronic faults of the average business.



# Your Window is the Magnet of Your Store

The Christmas season is the one time of the year when every retailer rises to an appreciation of the value of a well-dressed window. Even Tony, the retailer of shoe-shines, puts a bit of decoration in his window and wishes the world happiness.

Apart from the Christmas spirit, however, the retailer is concerned with the value of his window display as a business-getter. A well-dressed window is a magnet which holds old customers and draws new ones. The question before every shoeman should be: "Can I make my magnet stronger than my competitor's?"

Everybody will give presents this year, as usual. Why not buy them at a footwear store? Where is there a greater variety of articles and styles to choose from? Where can presents be bought that will be more acceptable or half so useful? Get your magnet working. Make it **strong**. Make your window so attractive that it is irresistible.

With a view to encouraging the art of window dressing among shoe retailers, and also having in mind the value of the interchange of good merchandising ideas, Footwear offers four prizes for best dressed windows under the following conditions:

- |     |                                                                                                                                |         |
|-----|--------------------------------------------------------------------------------------------------------------------------------|---------|
| (1) | First prize . . . . .                                                                                                          | \$35.00 |
|     | Second Prize . . . . .                                                                                                         | 20.00   |
|     | Third Prize . . . . .                                                                                                          | 10.00   |
|     | Fourth Prize . . . . .                                                                                                         | 5.00    |
| (2) | The contest is open to any shoe retailer or shoe salesman in Canada.                                                           |         |
| (3) | Photographs of window displays must be in our hands by January 2, 1920.                                                        |         |
| (4) | Explanatory notes up to 100 words may be submitted with each photograph.                                                       |         |
| (5) | The merits of the photographs will be judged by an impartial committee of three—one manufacturer, one jobber and one retailer. |         |

Plan now to enter the competition. You have an even chance to win a prize. In addition to that, however, it is a dead certainty that your effort to produce a better window display will be reflected in your more abundant Christmas trade.

Address photographs and all communications:

"Best Window" Contest,  
Footwear in Canada,  
347 Adelaide St. West, Toronto.

## Manufacturers and Retailers Must Analyze the Footwear Situation with a View to Checking Further Advances in Price

By Mr. W. G. Steward

IT would do all of us good to become more familiar with the bigger and broader phases of the shoe industry at large, and the Canadian shoe industry in particular. We are all too prone to live too close to our own little business and its petty details, overlooking almost entirely the shoe industry in its larger sense. Is it not possible that we are failing to realize the tremendous changes taking place in the industry; changes which may affect each one of us and each individual business vitally?

Right now the Canadian shoe industry is faced with wonderful opportunities for expansion and it should be a matter of pride with everyone connected with the industry, whether a manufacturer, jobber or retailer, to study the situation thoroughly and do his part to place Canada in a leading position in this field.

At present, only about one half the people of the world wear flexible shoes. It is true that the majority of those who are not wearing flexible shoes are poor people, and those who live in climates where flexible shoes are not so important for foot protection. However, the element of pride here exerts a big influence. Observation shows that as people reach a little higher stage of civilization, one of the first things they do is to wear a covering for the feet. Consequently the rapid advance in civilization which is being made in such countries as India, China, Japan and Africa, and in fact all the great east, is bound to result in a wonderfully increased market for flexible shoes.

The term "flexible shoes" is used to differentiate between the wooden shoes and various devices which orientals are now wearing on their feet, and the type of shoe worn by Europeans and Americans. The rapidity with which the people in the Orient take up the use of flexible shoes will largely depend upon the price at which it will be possible for them to get a flexible shoe. If the production of flexible shoes is to be wholly dependent upon the supply of leather, the prospect of low-priced shoes is not very promising.

That is why the Canadian shoe manufacturer, and yes, the retailer too, must analyse very carefully the situation and find means of combating the rapidly increasing price of shoe materials, because Canada must not lag in this race for world markets. It means too much for the prosperity of Canadians.

### Hides are a By-product

The world's consumption of animal flesh and animal hides does not work out a balance that is conducive to low price leather shoes. Aside from extra fine quality shoes, or extremely cheap shoes, it is the hides of cattle, calves and goats that must provide the leather which we use for footwear. As it would not be possible to make it pay to raise and feed these animals for their hides alone, the leather is forthcoming only after the carcass has been used to satisfy the demands for meat.

A further fact is that as the population increases the number of leather producing animals falls per capita. Fourteen years ago there were 442 head of cattle for every 1000 inhabitants in thirty-three im-

portant countries. In 1914 this had declined to 420 head per 1000 inhabitants. Doubtless during the war years the proportion of cattle to population declined still further. This makes it clear that at some time the demand for leather is bound to exceed the supply. The high death rate of horses in the war zone over five years has resulted in a rapidly diminishing supply of horse hides also, a serious condition affecting the leather market.

It is plain that if the price of shoes is not to reach an impossibly high figure and if the Canadian shoe industry is to take full advantage of the opportunities for bigger business, that other sources of material supply, other than leather, must be developed. It is plain, too, that the quality must not be sacrificed one iota if the reputation of Canadian footwear is to be protected.

The shoe trade has recognized for some time that a grade of leather most difficult to obtain is that used for the soles of shoes. In view of this it is logical that the composition sole has found such favor among the shoe manufacturers of Canada, because a satisfactory sole material other than leather is perhaps the greatest need of the trade to-day. It would seem that the wealth of composition soles manufactured in Can-

## Rubber Footwear

No other one thing contributes so much to the satisfactory wear of good Rubbers as  
**PROPER FITTING!**

- 1.--If the sole of the boot projects over the sole of the Rubber, it cuts the Rubber.
- 2.--If the heel of the boot is too wide for the heel of the Rubber, it breaks through.
- 3.--If the Rubber is fitted short, it cuts at toe or heel.
- 4.--If the heel of the shoe is worn down on one side so that the Rubber will crease at the worn point, it will break by the constant creasing caused by walking

Our Salespeople have been given **Special Instruction** regarding the care required in the Fitting of Rubbers, and you can safely buy your Rubber Footwear at our Store.

**WE ARE AT YOUR SERVICE**

STORE IN THIS LOCALITY AT

**1250 BLOOR ST. West**

Next to Picture Show, cor. St. Clarens Ave.

**THE McCALL SHOE CO. LIMITED**

THREE STORES.

**1250 Bloor St. W.      190 Queen St. W.**

**666 Queen Street West**

A dodger distributed by the McCall Shoe Company, Toronto, to the householders in the vicinity of each of their stores gives valuable information regarding the fitting of rubbers and also leaves a thought in the mind of the reader that McCall's would be a good place to satisfy their requirements.



Herewith we reproduce the window of Geo. G. Gales & Co., shoe retailers, 481 St. Catherine St. West, Montreal, which secured the first prize in the window dressing competition instituted by the Victory Loan Committee. Gales & Co. also secured the first prize for exterior display.

The main feature of the window was a large golden "Horn of Plenty" pouring forth golden coins, typical of Canada's immense wealth and resources; two Indian "Peace Pipes" were also displayed, suggesting that the "Pipe of Peace" would have an added flavor if charged with Victory bonds. Specimen Victory bonds and posters were tastefully displayed, the window being backed up and bedded in with red, white and blue bunting, with a large vase of tri-colored flowers in the background. Men's shoes also formed part of the trim, and in a sub-window beneath a large number of slippers was shown.

The centre of attraction of the outside display was a large fish suspended from a fishing rod over the sidewalk, on the side of which was written "Nothing Fishy about Victory Bonds," and on the other "The Catch of the Season—Victory Bonds." The display was originated and carried out by Mr. H. E. Groves, window dresser of the store.

ada, and used by the Canadian shoe manufacturer, are thoroughly reliable. Their wearing quality has been solidly established. The further fact that they are quite flexible and waterproof has made them still further desirable.

#### Manufacturers Not Unfavorable

Shoe manufacturers are not unfavorable to the use of composition soles on shoes of their manufacture, because they realize the tremendous benefit it might be to the shoe industry. The keenest and most farsighted of these manufacturers are to-day making extra efforts to make their trade realize what an important factor the composition sole can be made in keeping down shoe prices.

It is not to be denied however that the manufacturer must have the support of the retail shoe merchant in changing a fair proportion of shoe production over to composition soles. If the change is to be made, it is absolutely necessary that the retail shoe merchant take a broad minded view, as has the shoe manufacturer, so that the balance of supply and demand may be improved.

It is natural that the shoe retailer should wish to be absolutely sure of the attitude of his trade before he offers them anything new in the way of footwear. The experience of many shoe retailers has shown that at least 75 per cent. of shoe consumers are not unfavorable to composition soles, and will willingly accept

shoes with these soles when they are offered them. The fact that the manufacturer of the sole guarantees their satisfactory wear, is quite an inducement to the average customer who has been forced to accept the quality of shoes merely upon the recommendation of the dealer.

When the shoe manufacturer is willing to put out his product with composition soles; when a high percentage of consumers will accept these shoes without hesitation, and when everyone that is familiar with the development of composition soles knows that these will give uniformly satisfactory service, is there any reason why the retail shoe merchant should not "do his bit" to help the cause? This, it seems, is one of the most important things needed to prevent the price of leather and shoes going still higher, and perhaps to actually reduce present prices.

#### May Have Shoe Fair in Quebec

Plans are now being considered for holding a boot and shoe and leather fair at the Quebec Exhibition grounds next summer. The question has been brought before the Exhibition Commission by Mr. Joseph Tanguay, who stated that the shoe manufacturers were very anxious to co-operate, and that a committee, consisting of Messrs. Gale, Samson, Bertrand, Pouliot and Tanguay, had been formed to that end. It is proposed that the fair should last six days.

## Coal Shortage Affecting Demand for Hides in the U.S.—Market Report by W. B. Levack & Co., Ltd., Toronto

**T**HE coal shortage is now playing a prominent part in the market on the other side and is causing a lessening in the demand, as tanners are only inclined to buy in a hand to mouth way, not knowing when they will be obliged to shut down entirely for lack of fuel. This phase of the situation alone is causing a great deal of apprehension throughout the trade. Cattle supplies at the leading markets during the last week in November were liberal, although the total numbers at the seven leading markets were 10,000 less than for the same period a year ago.

Native Selections—tanners seem to be holding off and expect to buy big packer take off at lower prices in view of sharp declines in the East. It is said that heavy native steers can be secured at 46 cents but there have been no sales. There is no established price on extreme lights which are entirely nominal at from 43 to 44 cents. Heavy native cows are considered easy at 46 to 47 cents as to take-off. Light native cows last month brought 44 cents for Octobers.

Country hides—the market seems to be declining. Wisconsin extremes are selling at 38 cents. 45 pounds and up are selling at 28 cents. Heavy cows and buffs are quoted at 28 to 30 cents; extremes 38 to 40 cents.

Calfskins—these appear to be the steadiest of the entire list. Offerings are small; likewise production at this season. Packer and city calf is quoted from 85 to 87½ cents per pound with these selections gradually absorbing some of the weakness which is not apparent in cowhide stocks. Mixed lots of outside city and country calf quoted from 75 to 77½ cents; country calf around 67½ to 70 cents as to quality.

Horse hides—Market is very quiet with an easy feeling prevailing. Mixed lots of outside cities and countries quoted from \$11 to \$11.50; city renderers last sold at from \$12.50 to \$13 but the inside figure is closer to the market.

Canadian packer cows and steers—natives 42 and 44 cents; branded 35 and 36; bulls 32 and 33 cents.

Canadian countries—buffs 29 and 30 cents; extremes 38 and 40 cents.

## Goatskins are the Highest Ever Quoted, But Few Sales are Recorded

From Our Boston Office

**D**URING the last month there has been very little activity in the leather markets. The past month has seen the highest prices asked for goatskins ever yet quoted, but very few sales have been made at the asking prices. In fact, many tanners and dealers feel that the market is unwarranted, as there is very little buying going on now, or has there been much in progress for the last two months. The stability of present high raw skin markets is very doubtful unless there starts in the early part of the year a large foreign demand which would immediately stimulate local buying.

Many tanners have marked up their top grades of

leather and reduced the medium and low grade prices, hoping to stimulate activity in these lines, but there has been very little response to their efforts, as practically all the demand has been for the high grades only.

Large tanning operators and dealers feel that the speculation of large buying at this present market is too uncertain and accompanied with a great deal of risk and hence they are trying to get along the best they can with what stock they have on hand, feeling that the next few weeks will show which way the market will go. Some feel that a break is sure to come soon, while others are more conservative.

Indias.—Asking prices have reached very high figures—the highest yet is 160 pence, but there have been no sales reported as having actually been consummated above 10 pence. Patnas are quoted and selling about the same as during the last few weeks around \$27 to \$30. Amritsars are quoted at about 148 pence.

Calf and side leather markets have shown no strong upward tendency nor have they receded. The market is firm and may be characterized as quiet and without much change.

The uncertain situation in the leather markets would lead one to believe that the present prices cannot remain firm for any great length of time, but if foreign buying, which seems to be a barometer, as far as the present outlook is concerned, should start up soon, the market would stiffen a bit and tanners would have more confidence to go ahead and buy.

## Montreal Leather Markets

**T**HE Montreal leather market is rather on the slow side. This is due to the fact that shoe manufacturers have practically covered their requirements for the spring run, and the buying is mainly for special purposes. Glazed kid is well maintained in price, the outlook being that quotations will continue firm, having regard to the high price of the raw materials. Side leathers are also firm, but here again the trade passing is not as brisk as it was. The chief requirement is for the better qualities, the lower grades being difficult to dispose of. The public are demanding more and more higher quality shoes, and hence tanners have not the same free market for the less desirable leathers. Locally, hides are just a shade easier, with good supplies on hand.

## Quebec Factories Busy

**A** REPORT from our Montreal office states that orders are plentiful in Montreal factories and most makers are booked for months ahead, while others have been compelled to turn down business. Skilled help is badly needed and the operators are earning very high wages. Reports from Quebec are to the effect that the factories are very busy and that labor is also very scarce.

A substantial increase in the value of hides, (other than calfskins), exported to the United Kingdom is shown for the nine months ended September, 1919. In 1918 the total quantity was 48,708 cwts., while in 1919 the amount increased to 419,384 cwts.

## Take a Pride in the Quality of Your Work

Treat Every Shoe as if it Were Worth One Hundred Cents on the Dollar

—Otherwise You Miss the Cream of the Trade



**A** WELL-KNOWN Toronto retailer is responsible for the statement that the average shoe repairer ruins a McKay job by too strenuously beating the sole into shape, and also in clinching the nails after the sole has been attached. No shoe, he says, was ever meant to withstand the beating some of them get with a heavy hammer on an iron last. Very few repairers have McKay stitchers and, in consequence, most jobs are nailed. (However, even where the repairer has a McKay stitcher our experience has been that the shoes are often returned badly out of shape). This retailer went on to say also that the frequency with which repairmen ruin fine shoes by nailing soles on them is a disgrace. The trouble is, of course, that the average repairman is unable, or unwilling, to do the work properly.

With the increasing use of modern, labor-saving machinery during the past few years there is, unfortunately, a tendency for many repairers to adopt a policy of "quantity," rather than "quality." Also the use of modern machinery has made it possible for many men to enter the trade who previously had little or no experience in shoemaking. Here and there we find shoemakers of long experience, men who learned their trade on the bench under the old apprentice system. Most of these men have installed modern machinery but, at the same time, they are just as painstaking and thorough with their work as they were under the old-time hand method. You will not find them resorting to the crude method of nailing a turn job—to ask them to do such a thing would be an insult to their ability. To these men a shoe represents something more than a mere matter of dollars and cents—they are more interested in the quality of the work they turn out than in the quantity—they are real craftsmen who take a pride in their work.

### A Parallel Case

Perhaps at some time or other you have purchased an automobile—a glittering creation over which you spend many hours to keep it highly polished and spotless. Sooner or later your car throws a fit or something, as all cars sometimes do, and you have to take it to a repair shop. The mechanic who is entrusted to the job of remedying your car's particular ailment climbs in, clad in a pair of overalls, from which the oil almost oozes in rivulets, and seats himself without a thought in the world of your upholstery. Then he will throw back the hood of your engine, regardless of how much paint he takes off in the process, slam his tools down on your beautifully varnished fenders and proceed to run up your repair bill. When he is through there is no thought of wiping off the grease he has distributed on your car from end to end, and to add the finishing touches he can generally be counted on to run into some other car in the shop when he is getting out. When you get your car you generally conclude that the damage done to it is a great

deal worse than the trouble it had when it went into the shop. These fellows have no sense of the fitness of anything—all cars seem to be so much junk in their hands.

Now, if you have ever had that experience with a car, you will have some idea of the way many people feel about their shoes. A woman may have a fine pair of shoes that need some little repair—perhaps a new heel lift—she has taken particularly good care of them, the uppers have, perhaps, never even needed



Snapped at the recent picnic of the Toronto Shoe Repairers' Association. From left to right: Messrs. Chamberlain, Jeeves and Butterworth—three of the Association heavy-weights.

cleaning. When they are returned by the repairer she finds possibly that the new heel lift is a sloppy looking job, not properly trimmed or finished, and entirely out of keeping with her fine shoes. The uppers, if they are a delicate shade, have been scratched and stained—doubtless having been thrown from one point to another in the repair shop and treated generally—like the mechanic treats a car—as so much junk.

This sort of treatment gets by with a certain class of work—there are perhaps numbers of people who do not care a rap how you handle their shoes as long as you get a new sole on, but the cream of the trade—the people who take a pride in their footwear—is missed. These people have had experience with bungling repair shops. If they knew of a shop that would handle their shoes as if they were worth one hundred cents on the dollar, they would patronize it.

### A Retailer's Advice

The other day a man purchased a pair of shoes in one of the down-town stores in Toronto, and when the sale was concluded the retailer said: "When you



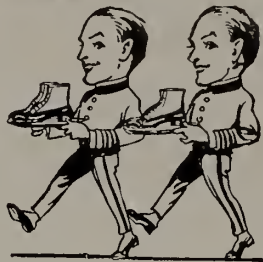
### Have You Tried Us for Quick Shoe Repairing?

We have recently installed an Electric Finishing Machine, thus insuring you a perfect job.

Our prices are right. Our workmanship is the best. Our service is prompt

Give us a trial

**WRIGHT'S**  
The Family Shoe Store



### Double the Service

of your shoes by having us repair them in a modern way. Our machines are exactly similar to those making new shoes, so our repairing gives a new effect to old footwear. Send us an old pair for a trial. No matter what is needed our machines will repair them perfectly if they are repairable at all

**FRED BURNS**



### Artistic Shoe Repairing

There are as many grades of shoe repairing as there are grades of shoes. To those who wear the better class of footwear we offer you a service not equalled in Canada or surpassed anywhere.

Remember this when next you need shoe repairing.

**BURNILL'S** Shoe Store and  
Repairing Works

75 QUEEN STREET EAST,

PHONE MAIN 5738

### We Don't Cobble Shoes ---We Repair Them



It pays to have good shoes REPAIRED. It does not pay to have them COBBLED.

There is a difference between the two which you will appreciate if you give our work a trial. Look for the sign—

**WE  
DON'T  
COBBLE  
SHOES**

—We repair them

**BURNILL'S**

STORE  
AND  
WOKS

75 Queen St. East

### THAT WORN SOLE

doesn't mean that a shoe has lost its usefulness. Bring it here and have us re-sole the shoe on our modern machines and the shoe will be as good as, or even better than ever. In these days of high leather prices, shoes are naturally very expensive. You can cut down your shoe expense considerably by using our shoe repairing facilities

**Royal Shoe Hospital**

808 QUEEN STREET  
Next below Royal Bank.  
Phone 328-11

Successful shoe repairmen say they have secured good results from consistent advertising in the daily newspapers. Here are some specimen ads. clipped from newspapers in various parts of Ontario that will give you some idea of how the other fellow is doing it. The cuts used in these advertisements readily attract the attention of the reader.

need new soles on these shoes, bring them back to me—the shop where I send my work will make a good job of them.” This retailer knew the treatment that a pair of fine kid shoes, costing \$16.00, might receive in a repair shop chosen haphazardly. He cited the case of another customer who purchased a pair of the same boots and had them re-soled. He had instructed the repairman to put on a light sole, but, in spite of this, when he called for the shoes he found them equipped with soles you would expect to find only on the shoes of a plowman working in the fields. He had shown them to his wife, who told him that she could have warned him against going to that particular shop because she had had the same experience not long before. Not only were the soles too thick, but they were poorly finished and, as a matter of fact, the whole appearance of the shoes ruined.

A repairman who is conscientious in his work and who knows his business as he should, will see to it that no pair of shoes leaves his shop in anything but a better condition in every detail than when they came in. He will not fix one part of a shoe at the expense of spoiling another part. He will give careful attention to the matter of finishing edges and bottoms and also in trimming new soles and heels in con-

formity with the shape of the shoe. He will not put a heavy sole on a fine dress boot, nor a light-weight sole on a work boot. He will not throw \$16 kid shoes from his work bench to the finisher. He will not nail a sole on a turn shoe. He will be careful to not beat the soles of shoes on an iron last any more than is absolutely necessary. He will work on women's fine shoes with clean hands and not as though they were the footgear of a draindigger. His finished work will be carefully and neatly wrapped and placed on a shelf where it can be turned over to the customer without delay. His shop will be clean and, if at all possible, his workshop will be at the rear, out of sight behind a partition. His whole aim in life will be to give his customers the best shoe repair service that lies within his power.

That old saying: “He profits most who serves best” is a pretty good one for the repairer to tie up to.

A Toronto repairer, who is also a thorough shoemaker, states that he does a considerable amount of business making shoes for deformed feet. He does not advertise for this work at all—says he gets all he wants without.

Mr. Dugal believes in getting all the business possible and so maintains a well equipped shoe-shining section. To the right of the store is the shelves—one portion being devoted to shoes awaiting repairs and the other to the completed work. He also does a business in job lines.



## Un Up-to-date Montreal Shoe Repair Shop

**M**R. JOSEPH DUGAL, the owner of a large shoe repairing store at 694 Mount Royal East, Montreal, comes from a family identified with this section of the shoe industry. His father, Mr. A. Dugal, owns a store on Rachel street, Montreal, and his brother, Mr. A. Dugal, has a store on St. Catherine Street West.

Mr. Joseph Dugal has been practically all his life in the shoe repairing business. He opened his store

about ten years ago, and now employs four or five men. It is one of the largest in the city, being 110 ft. long by 16 feet wide.

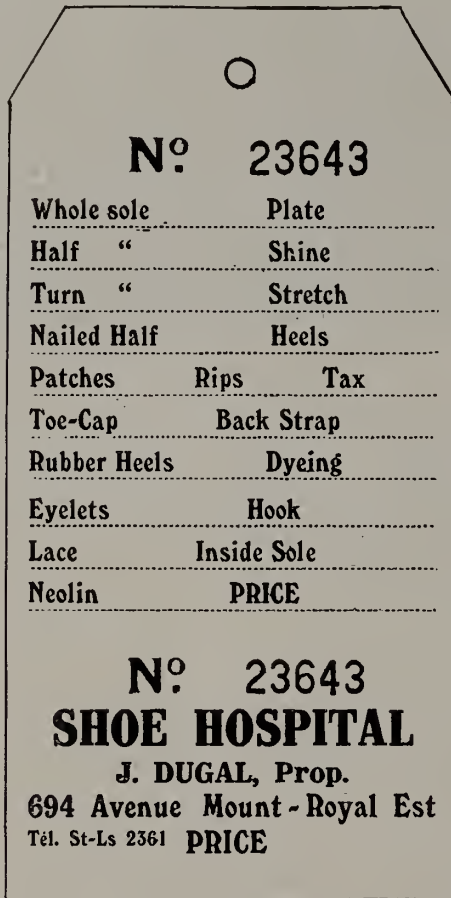
The window trim is of new shoes, Mr. Dugal doing a business in job lines. The front portion of the store is occupied on one side by a 22 ft. U. S. M. repair outfit, a counter cutting off the public from the working portion. On the other side is a large plate glass mirror, and at its termination there is a series of



Another view of Mr. Dugal's store, showing the 22 ft. U.S.M. repair equipment. This department is separated from the store by a long counter. On the opposite wall—just to the left in the picture—there is a long plate glass mirror.

shelves divided into parts; one is devoted to shoes awaiting repairs, and the other to the completed work.

Mr. Dugal has a tag system by which all goods are identified. When a customer brings in a job, the nature of the work to be done is entered upon this numbered ticket, together with the price. The lower portion is perforated, and on it is printed the corresponding number and the name and address of Mr. Dugal. This portion is torn off, and retained by the customer, who on calling for the goods produces the



The repair tag used in Mr. Dugal's Shoe Hospital.

ticket and receives his shoes. The tag has a hole at the top, and is attached to the shoes by a piece of cord.

Small work, such as patches, are done in the rear portion of the store, where there are two sewing machines. The stock of leather and findings are kept here.

A feature of the store is a shoe-shining department, of six chairs, occupying a position midway between the machinery and the shoe repairing section at the rear. There are three ordinary chairs for the accommodation of waiting customers.

Mr. Dugal has a large case containing findings, near the counter. He states that he does a very good business in these lines, customers who bring their repairs often being reminded by the display of the laces, insoles, dressings, etc., that they are in need of these goods.

The store is well equipped, well laid out, and conducted on a plan which is calculated to give service to the public.

## What Did it Cost to do that Job?—Knowing Your Costs Means Knowing Your Profits

**H**OW many shoe repairers can tell just what it costs them to produce a finished job? Of course, we don't mean that the shoe repairer must hire a lot of clerks to find out this fact for him. We know he cannot afford the expense. But if he uses a simple system of cost accounting in his shop, he can know, just as intelligently as the big manufacturer, the exact cost of producing his job of work.

This is the way to do it:

First: He must know what his fixed overhead expenses are. These will comprise what he pays for rent, light, heat, electric power, taxes or license, repairs on machinery, insurance, telephone and other items, except labor. When he finds what these figures amount to for a month, he divides this sum by 30 and the result shows what his overhead expense is for one day. Then he divides this result by the number of hours his shop is open each day and he then knows what it costs him to run his shop per hour.

Second: He knows what he pays his workman per day. And he should know what his own labor is worth per day. In each case he divides the wages paid his workman or himself, per day, by the number of hours he or his workman work each day, and the result tells him just how much his labor costs him for each, per hour.

Third: He knows what his materials have cost him, and he must estimate exactly, or as near as possible, just how much material he uses in each job. Then he adds the overhead cost per hour; the labor cost per hour and the cost of materials together and the total gives him the cost of the job, if the time consumed is one hour. If the job has taken more or less than one hour, he charges the actual time of the labor and the actual time of his overhead to the job, but the cost of the materials remains the same in all cases.

### Note Following Examples

Suppose his overhead amounts to \$60.00 per month. This would be \$2.00 per day. If he keeps his shop open 10 hours each day, the overhead cost would be 20 cents per hour.

He pays his workman \$5.00 per day. The workman put in 10 hours each day, This makes his labor cost him 50 cents per hour.

He estimates the cost of the materials that go into the job at \$1.30.

If the job takes one hour, he will get this result:

Overhead expense, 1 hour	... .. \$0.20
Labor expense, 1 hour	... .. .50
Materials used	... .. 1.30

Cost of job ... .. \$2.00

If the job takes three-quarters of an hour, he will get this result:

Overhead expense, ¾ hour	... .. \$0.15
Labor expense, ¾ hour	... .. .37½
Materials used	... .. 1.30

Cost of job ... .. \$1.82½



If the job takes one hour and a half, he will get this result.

Overhead expense, 1½ hours . . . . .	\$0.30
Labor expense, 1½ hours . . . . .	.75
Materials used . . . . .	1.30

Cost of job . . . . . \$2.35

The time it takes to do the job can be recorded by the workman who does the work. The proprietor of the shop can do the figuring.

## You Can Sell More Polishes and Cleaners if You go at it the Right Way

THE average shoes brought into the shoe repairer for attention show a lamentable lack of the use of polish. Some of the specimens do not look as though they had ever had an application of dressing. In this connection it should not be difficult for the repairer to work up a nice little business in findings. Point out to the customer that the leather in his shoes has become dried out and lifeless through inattention and that he can hope for only



A recent photograph of the Yonge Street store and staff of the Practical Shoe Repair Company, Toronto—Mr. Arthur Butterworth, proprietor. From left to right: Messrs. Jack Kayes, Harry Ward and Ernie Bain. The first two are returned men.

a fraction of the service that he should get if the leather were carefully preserved.

To merely ask the customer if he wants a box of polish is not sufficient. You've got to show him that he needs it. Takes too much time? Not if you do it right. The only shoeman who ever suggested to the writer that he might need something in the polish line made the sale in about twenty seconds. He said: "I'll advise you to use — polish on these boots; you'll find it preserves the leather wonderfully." In a case of this kind the customer says: "That so? Better let me have some then."

In the same way the shoeman might say: "A pair of new laces will improve the appearance of these

shoes," and the customer can generally be counted on to say "Yes, I guess they would—let's have a pair."

Figure out how many pairs of shoes go through your shop in a day, week or month, and then total up the profit that would be yours if the majority of your customers were sold something else besides the repair job.

## Toronto Repairers to Elect New Executive for Coming Year

AT the last fortnightly meeting of the Toronto Shoe Repairers' Association, on November 27, the ordinary routine was dispensed with in favor of a musical program. Mr. A. E. Smallwood presided at the piano and songs were rendered by various members of the Association. These little entertainments are so well liked that a movement is on foot to make every other meeting a musical affair.

The next meeting will take up the election of officers for the coming year and some of the officers feel that a little new blood in the executive will be of benefit—not that they have lost any of their enthusiasm or are unwilling to carry on the good work—but the desire is just for a change of ideas.

An innovation will likely be to arrange some compensation for the financial secretary. The man who holds this office must, of course, give a great deal of his time over to keeping records of the Association finances and also in advising members of the various meetings and special events. It is not thought that anything like the proper amount can be paid for the secretary's time, but even such a small amount as \$50 a year would be some evidence of the Association's appreciation.

## Careful Attention to Personal Appearance Results in Increased Trade

THERE is a repairer in Toronto who, although he is an active worker at the bench, always appears before his customers wearing a clean apron and with a clean countenance and hands.

This man is one of the old-time shoemakers—learned the trade in England and came to this country many years ago. He is an agreeable contrast to many other repairmen with, we are sorry to say, a generally unpleasing appearance. A man in business, who is meeting the public face to face during the course of his day's work, cannot be too careful of his personal attire and general aspect. Many repairers wear the long dust coats, but they never seem to think these coats ever need washing. Customers are attended to by repairmen smoking pipes or cigarettes and with unshaven faces. These are not the kind of shops that are patronized by women of discrimination, or by some men either. Our old-time shoemaker does his work at the back of the store, out of sight of the customer; he does not smoke during business hours; he shaves daily and his office is just as clean and attractive as the interior of the drug store a few doors distant. He has built up a wonderfully good trade and is patronized by the women in a very high-class district.

## Well Equipped Shoe Repair Shop at Kitchener, Ont.



Mr. Michael Krist

The Dominion Shoe Repair Company recently opened up a well-equipped shoe repair shop at Kitchener, Ont., on King Street, three doors west of the Allen Theatre. Messrs. Michael Krist and Stephen Chris are the proprietors, and they selected for their equipment a 22 foot U.S.M. outfit with electrically heated stitcher. This is the first complete U.S.M. repair outfit placed in Kitchener. The Dominion Shoe Repair Company, in addition to repairing shoes, also manufacture a line of spats and carry shoes for retail.



Mr. Stephen Chris



Looking to the front of the new shop of the Dominion Shoe Repair Company, Kitchener. Mr. Michael Krist standing and Mr. Stephen Chris sitting at the machine in the foreground. Two rows of chairs for customers are located at the rear.

### Successful Sewing Depends on Keeping Your Machine Clean, Well Oiled and Hot

**T**HE successful operation of all hard wax sewing machines depends, very largely, upon three primary conditions. First, the machine must be kept clean. The accumulation of dirt and grit will do more to wear it out than actual operation under proper conditions.

Second, the machine must be kept well oiled. Ordinary machine oil is not good enough for a machine that has to be kept hot. A heavy, fireproof oil is the proper thing. This oil is available for shoe stitchers and should be used.

The third consideration is that the machine, when in operation, should be kept thoroughly hot. It will not operate properly unless in this condition and no attempt to use it should be made in any other condition.

### Firm Floor Needed for Finisher

**A** GOOD firm floor is needed beneath your finisher. If the floor is weak it should be braced or shored from underneath. Every leg of the finisher should set firmly and squarely on the floor and if the floor is uneven and any of the legs do not touch, use thin strips of wood, (shingles are good), to make perfectly solid.

All machines must be kept clean and well oiled, and finishers are no exception to the rule. If you treat your finisher well it will last many years and always give you good service. Keep it free from dust and grit. Use oil plentifully; there is a special brand made for this particular purpose.

On Landis stitchers the lifting-dog is the only part of the machine that does not need oiling. It should be kept free from oil at all times otherwise it will slip.

## Well Known Leather and Shoe Men Spend Two Weeks Hunting Wild Animals to Relieve Hide Situation

**M**ESSRS. J. O. Tetrault, H. Hurtubise, J. Coutlee, Paul Roy, H. N. Lincoln and F. Bouillon, all well known men in the shoe and leather trades, recently spent two weeks on a hunting trip at Club LaBelle, Que. Mr. H. N. Lincoln, of International Supply Company fame, to whom we are indebted for the particulars of this little holiday jaunt, neglected to say just how many ferocious



From left to right: Messrs. H. N. Lincoln, H. Hurtubise, J. O. Tetrault, Paul Roy, J. Coutlee and H. Filiatreault.

beasts were dispatched by the party—if any—but details were easily forthcoming about one of the musical members who conceived the rather weird idea of trying to make two phonographs harmonize. Unfortunately



From left to right: Messrs. H. N. Lincoln, H. Hurtubise and J. Coutlee.

they did not have two records containing the same song but a wonderful effect was secured by the use of two Jazz selections—wonderful as to volume of sound but not entirely soothing to the ear.

Another member of the party—something of a photographer—experimented by taking a photograph of



"Midnight in a Coalyard"; From left to right, Messrs. F. Bouillon, Paul Roy, J. O. Tetrault, J. Coutlee and H. N. Lincoln.

the group by the light of the fire-place. This necessitated a long exposure, but Mr. Lincoln points out that the inclement weather had accustomed them to exposure so that the picture was a good success, in spite of the fact that a rank cynic claimed it reminded him members who conceived the rather weird idea of trying to make a drawing he had seen entitled "Midnight in a Coalyard." The whole party was a complete success—partly, perhaps, because nobody tried to sell anything.

## Greb Shoe Company Taking New Factory and will Increase Their Output

**A** FEATURE reflecting on Kitchener's industrial expansion is the fact that another of its many concerns has found its present quarters too small, and in consequence has had to find more room for its ever-increasing business.

The Greb Shoe Company, Limited, who, for the



Mr. Erwin C. Greb, President Greb Shoe Co.

past seven years have occupied premises at 17-19 Queen Street South, have purchased the factory site and building of what was formerly the Gourlay-Fogelberg Shoe Company, situated on Mansion Street. This building, which is of red brick construction, 56 x 100 feet, consists of three storeys and basement,

built on most modern plans about five years ago.

The growth of this industry dates from the spring of 1914 when its control and management came into the hands of Messrs. Charles and Erwin C. Greb. Three years afterwards, however, the entire responsibility devolved upon and has since been borne by the latter, who acquired the interest of his father upon his retirement at the end of 1917.

During these years Mr. Erwin C. Greb has surrounded himself with a strong and capable organization to which the latest addition is Mr. E. W. Clement, the well-known local barrister, who, having acquired an interest in the company, will act in the capacity of vice-president and will immediately retire from the practice of his profession in order to give his entire time and attention to affairs of the company.

The new factory having a much greater floor space than their present quarters, an immediate start will be made on the manufacture of men's welt and women's and misses' McKay sewed shoes, in addition to their present well-known line of standard screw workmen's shoes. In fact, the United Shoe Machinery Co. have already been given instructions to plan and equip the new factory for an output of 1000 pairs per day. This increased production will of course necessitate the company increasing their staff of employees proportionately.

The present officers of the company are: Erwin C. Greb, President and General Manager; Charles F. Vetter, Secretary; Arthur F. Klugman, Treasurer; F. Daub, Superintendent.

The company is to be congratulated on this step in industrial expansion and its progressive spirit in looking for even greater things for the future.

### Mr. L. O. Breithaupt Weds

**T**HE marriage took place recently in Toronto of Mr. Louis O. Breithaupt, of the Breithaupt Leather Company, Kitchener, Ont., to Miss Sarah Caskey, daughter of Mr. and Mrs. Herbert Caskey, Cortleigh Crescent, Toronto. The house



Mr. L. O. Breithaupt.

was filled with members of the two families, their relatives and intimate friends from Kitchener, Hamilton, Brantford, Brampton and many other places in Ontario, in addition to the Toronto guests. Mr. Edward

Breithaupt, of Kitchener, was the best man and the ushers were Messrs. Paul H. Caskey and Harry Krug. Following the ceremony Mr. and Mrs. Breithaupt left for an extensive trip through the southern States and upon their return will take up residence in Kitchener.

### Mr. D. S. Benvie of "Robinson's"

**A**S reported briefly in our last issue, the firm of James Robinson, Montreal, has been converted into a limited liability company. Mr. James Robinson is president, Mr. George Robinson vice-president, and Mr. D. S. Benvie secretary-treasurer. Mr. Benvie, who came to Canada from Scotland in 1891, is a prominent figure in the shoe retailing world. He has been connected with the firm since 1908, and looks after the office, credit, and financial side of the business. Mr. Benvie, after leaving Scotland, located in St. John, N. B., in the office of the



Mr. D. S. Benvie.

R. G. Dun Co., and after 18 months went to Montreal, where he was connected with the Merchants Bank of Halifax, being manager of the Westmount branch. From there he joined his present firm. Since 1908 the business has grown very largely, and is now the largest shoe jobbing house in Canada. Mr. Benvie possesses the qualities of tact and courtesy to a marked degree.

### New Felt Concern

**A**NNOUNCEMENT has been made of the formation of the firm of E. H. Enos & Company, who have opened headquarters at 126-128 Summer Street, Boston, Mass., for the general distribution of felt, felt specialties and woven fabrics. Mr. Edward H. Enos has been in the felt trade for 15 years, for the past several years being general sales manager for the American Felt Company, Boston.

An item in the London Weekly "Dispatch," states that button boots have disappeared entirely from the shoe stores. One of the large retailers on Regent Street claims button boots went out of style on account of the shortage of leather and shortness of skirts.

## Advances in the Cost of Shoe Manufacturing During the Past Few Years

THE figures herewith show the increase in the cost of materials entering into a man's high-class Goodyear welt shoe since the early part of the year 1915. The shoe in question is made by a well-known Montreal manufacturer and the figures given do not include the cost of labor or any overhead charges. The shoe is made of mahogany calf, estimated at \$1.50 a foot.

1915		1919
\$ .76	Upper stock	\$4.50
.31	Outsoles	1.06
.15	Innersoles	.28
.15	Heel & Toe Lift	.35
.085	Welt	.16
.06	Royalty	.085
.08	Counter	.12
.045	Lining	.15
.075	Trimming	.19
.185	Findings	.375
<hr/>		<hr/>
\$1.90		\$7.27

The table below gives a comparison of the cost of a woman's gun-metal welt shoe, made in Montreal, not including labor or overhead expenses. The comparison is between the years 1914 and 1919.

1914		1919
\$ .656	Upper Stock	\$3.165
.20	Outsoles	.44
.055	Innersole	.15
.05	Heel	.06
.062	Welt	.175
.035	Top Lift	.04
.047	Royalty	.047
.06	Counter	.10
.03	Lining	.137
.04	Trimming	.15
.31	Findings	.40
<hr/>		<hr/>
\$1.545		\$4.864

## How Would You Answer these Questions? —A Personal Inventory May Surprise You

- Do you save through discounting bills?
- Do you take a thoroughly honest inventory at the end of the fiscal year?
- Do you take the inventory promptly and decide whether the stock on hand is too large or too small?
- Do you go over all fire insurance policies in the light of present-day values?
- Do you keep such close records that you can reckon to a fraction what the expense is?
- Do you keep separate accounts of cash sales and charges, either by the week or the month?
- Do you keep a record of all goods purchased week by week or month by month?
- Do you plan to know where you stand in relation to assets and liabilities, at least once a quarter?
- Do you figure depreciation on fixtures?
- Do you figure the percentage of the gross profits

of business in relation to the total sales of the year?

Do you keep an accurate account of all expenses, not forgetting to charge bad debts and adjustment of complaints as legitimate business expense?

Do you charge interest on money used as business expense?

Do you keep an accurate account of all salaries paid out?

Do you use best endeavor to adjust properly the relation between rent and total business sales?

Do you make out a profit and loss statement at least twice a year?

Do you at the end of fiscal year determine how many times you turned the stock over in the twelve months?

Do you keep a "confidential" book in the way of departments which do not pay?

Do you set a good example to associates by good business methods, promptness and courtesy?

Do you study the methods of competitors and profit by their experience?

Do you read trade literature thoroughly?

Do you know, absolutely know, the truth about your business?

Do you entertain "star borders" in the way of departments which do not pay?

### Average Cost of Doing Business as Estimated by a Leading Shoe Trade Expert

No exact figures showing the average cost of doing business in shoe stores the country over are available, but if such a statement was available, taking into consideration big stores and little stores, city stores, suburban stores and small town stores, the result figured on selling price would probably show about as follows:

1. Buying expense	1.5%
2. Prime cost of selling	10.5
(a) Salary and wages	
(b) Advertising	
(c) Returns and exchanges	
3. Delivery	.5
4. Management	3.0
5. Office	1.5
{ Stationery Stamps and supplies }	
6. Fixed charges	4.5
{ Rent Heat and light	
{ Insurance and taxes, etc. }	
7. Upkeep and depreciation	1.0
8. Incidentals	1.5
(a) Telegraph and telephone	
(b) Janitor	
(c) Donations	
(d) Theft	
(e) Bad accounts	
(f) Merchandise sold not charged, etc.	
9. Interest	3.5
Total cost of doing business not including profit	27.5%
Add for profit	10.0
	<hr/>
	37.5%

## Advantages of Cutting Room Helping Stitching Room

**I**N some of the cutting rooms, on men's shoes, they are doing a lot of the machine work that would naturally be done in the stitching department. They do a lot on the tip and on the box toe. In some of these rooms, too, they are operating the buttonhole machine more or less and they are also doing all of the pasting.

Thus it is seen that there are many cutting rooms to-day doing more or less work that would naturally be done in the stitching rooms. Of course they would not do all of these parts if they did not have an idea that they could make some gain by the system. There is a considerable advantage to the system else it would not be followed in large rooms where they are making anywhere from 3,000 to 4,000 pairs per day.

One advantage of this method is that when uppers do leave the cutting department they are all ready for the stitching room, and it is claimed that they sometimes save one day for the stitching department. It is difficult to figure out just how they can make a saving of a whole day in the stitching room by doing all these parts in the cutting room, for it would take just as long to do the work in one department as in another. But they probably save some time, at any rate, and when this is considered, together with other savings that naturally come along, the whole is worth while in any factory.

Uppers are sent out all ready for the stitching as all of the pasting is done in advance and also all of the backing-up. They also do all of the lining stamping, in some of these cutting rooms, and so far as the buttonholes are concerned, they run the Zig-Zag buttonhole machine and other machines, so that the buttonholes are finished complete.

However, there are only a few cutting rooms doing all these parts before the uppers leave the department. But it is likely that other rooms will adopt the system later on. There are certain reasons why it ought to be adopted in many factories because it expedites the work and at the same time it makes certain that the work is better done.

Suppose a girl has a doubler left over, or of she has a vamp or backing left over, she knows there is something wrong with the case. That case of uppers is set aside and allowed to go no further until everything about it is made correct.

Now so far as skiving is concerned, it is a well-known fact that skiving operators will spoil more or less work as they handle it. In case they do spoil a piece, or a part, it is easier to duplicate that piece of upper stock if the skiving is right there in the cutting room. And in some of these rooms it is noticed that the skivers are working by the day, which is now claimed to be the best system so far as skiving is concerned.

If skivers work by the day the shoes will go through all right and every part will be done correctly. Their wages or earnings do not depend upon the number of shoes handled during the day. If they happen to spoil a piece of work they will never attempt to do away with it, or hide it, and allow the case to go to the stitching room short one or two parts. There is no need of allowing shoes to go to

the stitching room in short cases and especially when operators are working by the day.

We do not mean to single out the skivers more than others and insinuate that they will be careless about the work. What we mean to imply is that leather costs so much at the present time that it will pay any factory to arrange its system so that leather will be saved in any instance. No matter what the labor cost may be, that labor cost is not to be compared with the great cost of leather, and it is better to pay a little more for any one particular operation, if one can be sure that more leather will be saved by this method.

Another feature about the system in some of these rooms is that the uppers are sent from the cutting departments to the stitching on a rack. These racks are arranged with a certain number of compartments and every compartment carries a certain part of the shoe. In that way they never get a case of vamps in the stitching room with no tips to go along with them—something that can happen under any system but which will not happen very often where they use racks, as pointed out here.—Shoe Topics.



## Built for Wear

That's what pleases YOU.  
And they look just like Dad's  
— that's what pleases the  
youngster.

There never was a shoe sold  
that would stand so very long  
the kind of wear that the average  
red-blooded, hard-playing  
youngster gives his shoes, but  
ours will last as long as any  
and longer than most.

Send the young men in—we  
guarantee to look after your  
interests properly and to give  
a fit that's healthy for growing  
feet.

(Your Store Name)

# FOOTWEAR FINDINGS

## Happenings in the Shoe and Leather Trade

Wilkinson's Shoe Shop, Windsor, Ont., have been advertising in Detroit Newspapers. This is reversing the order of things somewhat as the rule has been for United States stores to advertise in Canadian papers.

John Reagh, of Delta, B. C., has sold his boot and shoe business to Mr. Chamberlayne.

Mr. J. Vallary is now covering Western Ontario for Nathan Cummings, Montreal. Mr. Vallary was formerly with Parker-Holmes and Company.

A new factory has been opened in Kitchener by the Watson & Kilby Shoe Company, for the manufacture of babies' shoes.

Mr. Collis Lovely, president of the Boot and Shoe Workers' Union, is making a tour of Canada.

Parker-Irwin, Limited, Montreal, have put an addition on the rear of their factory, giving them a greatly increased capacity.

Alfred Lambert, of Alfred Lambert, Inc., Montreal, proposes to visit Europe at the beginning of next year.

A shoe store has been opened in London, Ont., by W. A. Walsh, 523 Richmond Street.

The John R. Evans Leather Company, Limited, of Montreal, has opened a tannery at Cote St. Paul, Montreal, with an initial capacity of 150 dozen goatskins per day. If the product of the new tannery is in sufficient demand, the output will be increased accordingly. The product of the new tannery will all be handled by John R. Evans Leather Company, Limited, through its store at 214 Lemoine street, Montreal, which business is under the supervision of A. E. Perry, who is also in charge of the Rochester branch of John R. Evans Company. The tanning is being done under the direction of one of the company's most experienced tanners and it is the aim to turn out the same high class product that is being manufactured by the other plants of John R. Evans & Company. The Canadian business, however, is entirely separate and distinct from that of John R. Evans & Company, of Philadelphia.

Geo. E. Boulter, wholesale shoes, Wellington St. East, Toronto, is now representing the John McPherson Company, Limited, of Hamilton, at Montreal, where he has opened a sample room. He has also secured the agency for the whole of Canada for the Menihan Shoe Company, of Rochester.

Mr. S. A. Gourlay, who will shortly commence the manufacture of shoes in Acton, Ont., states that they purpose making women's fine McKay shoes and going to the trade direct. The plant is nearly completed and is a two storey red pressed brick building, with basement, 125 feet by 40 ft.

The Prince of Wales Honor Flag in the recent Victory Loan was awarded to the following Ontario leather and shoe and rubber companies: Kaufman Rubber Company, Merchants' Rubber Company, Davis Leather Company, Hurlbut Shoe Company, Greb Shoe Company, Aylmer Shoe Company, Beardmore & Company, John Lennox & Company, Solid Leather Shoe Company, Anglo Canadian Leather Company, Williams Shoe Company, Dalley F. F. & Company, Breithaupt Leather Company, Collis Leather Company, Tillsonburg Shoe Company, London Shoe Company, Acton Tanning Company, T. Sisman Shoe Company, Charles Ahrens & Company, Coates, Burns & Wanless, C. S. Hyman & Company, Lady Belle Shoe Company, Lang Tanning

Company, Murray Shoe Company, Muskoka Leather Company and E. T. Wright & Company.

J. Thom has opened a repair shop in the Ahrens Block, Waterloo, Ont. He has had considerable experience in the shoe business, both in manufacturing and retailing and his shop is equipped with modern machinery. He will also carry a line of shoes.

Kenworthy Brothers Company, of Stoughton, Mass., have commenced the erection of a Canadian factory in St. Johns, Que., for the manufacture of their various lines.

Frank W. Brouillard, formerly of Scott-Chamberlain, Ltd., London, Ont., has been appointed superintendent of



Mr. Frank W. Brouillard.

La Parisienne Shoe Co. Ltd., Maisonneuve, in succession to Mr. G. A. Fortin, who is now superintendent of the Star Shoe Co., Maisonneuve.

Robinson & Jennings have taken over the shoe store recently occupied by Mrs. M. J. Shea, in Gravenhurst, and announce that they will carry on a high-class shoe business and will also do repairing.

A shoe repair shop has been opened by returned soldiers in the Slack Block, Gerrish Street, Windsor, Ont.

Mr. H. O. McDowell, of the International Supply Company, Kitchener, Ont., has been on a two weeks' business trip to Boston, Montreal, Toronto and other shoe centres.

The Adams Shoe Company, Toronto, announce that, commencing with the new year, they will maintain an in-stock service department.

To mark the inauguration of the addition to the factory of Dupont & Frere, Maisonneuve, a supper and ball of the employees and guests was held on November 29. The guests were the representatives of the various leather manufacturers. The supper and ball was held on the first floor of the addition, which was very nicely decorated for the occasion. The proceedings commenced at 8.30 p.m. with an oyster supper, followed by dancing up to 12 when refreshments

were partaken of. This interval was followed by more dancing, which was kept up until 5 in the morning. The event proved an unqualified success.

D. F. Desmarais, of La Duchesse Shoe Company, Montreal, has been on a business trip to Boston.

The Canadian Industrial Exhibition will be held in London, England, on June 3-17 next and the Canadian Manufacturers' Association, in pointing out that this is an opportunity for extending Canadian trade, suggests that footwear, leather and rubber goods should be exhibited.

Charles M. Parsons, Limited, wholesale leather and findings, 79 Front Street East, Toronto, are building a \$15,000 extension to their warehouse.

Quebec shoe firms, like those in Montreal, are extending their premises. Lagace & Lepinay will put up an addition of two storeys, 30 x 100 feet, of brick construction, while the Gosselin Shoe Co. intend to build a four storey factory, 40 x 105 feet, of brick construction.

E. P. Hall, formerly manager of the Winnipeg branch of Ames Holden McCready, Ltd., has been transferred to the head office, Montreal, as buyer of resale merchandise. He is succeeded in Winnipeg by Mr. A. W. Thompson, formerly in charge of the leather department, Winnipeg.

The following were present at the recent half-yearly conference of the branch managers of Ames, Holden McCready Ltd., Montreal—Messrs. G. C. Mitchell, St. John, N. B.; W. M. Angus, Montreal; H. W. Pearson, Toronto; E. P. Hall, Winnipeg; L. T. McGiverin, Regina; A. Whitworth, Saskatoon; N. M. Lynn, Edmonton, and F. A. Richardson, Vancouver.

The Jacobi Shoe & Gaiter Company, Limited, Toronto, have taken out a provincial charter.

A newspaper report states that the shoe retailers of Germany protect their shoe displays with barb wire entanglements to prevent theft.

The death took place recently of Louis G. McBrine, superintendent of L. McBrine & Company's factory at Kitchener.

Philip Gould has opened at the corner of Gore and Mill Streets, Perth, Ont., with a line of boots, shoes and dry goods.

The Grosch Felt and Shoe Company, Milverton, Ont., have acquired the plant in Stratford formerly occupied by the Stratford Flax Company and will remodel the plant for the manufacture of felt shoes, slippers and so on.

The government reports that there is a good market in England for last blocks. The last manufacturers of England are said to be suffering from extreme shortage of blocks.

The Galt Retail Merchants' Association have agreed to close their stores on Wednesday afternoon during eleven months of the year—the excepted month being December. This new plan will go into effect in January.

The Prince of Wales Honor Flag in the recent Victory Loan was won by both the Kitchener and Woodstock branches of the Breithaupt Company, Limited. The Woodstock flag bears three crests.

The second annual Chicago Shoe Exposition will be held at the Palmer House, January 5-10, under the auspices of the Shoe Travellers' Association of Chicago. There will be, it is said, exhibits by over 150 of the leading shoe manufacturers throughout the country.

Mr. S. C. Parks, shoe retailer, Yonge Street, Toronto, is discontinuing business.

The warehouse of John Lennox & Company, wholesale

# The Globe Pillow Welt

A genuine Goodyear Welt sewn right into the sole—a feature in our footwear for Misses, girls, children, and infants, which provides exceptional comfort and ease to growing feet.

The other points which add to the popularity of these shoes are the soft cushion sole and the soft cork filling between the inner and outer sole.



## GLOBE SHOE LIMITED

Factory TERREBONNE, QUE.

Selling Agents

L. H. PACKARD & CO., LIMITED  
MONTREAL, P.Q.





# The Better Felt Footwear for 1920



There are many good reasons why up-to-date retailers should buy K. B. Felts. They are made in the long wearing quality, comfortable, attractive and real power to trade. **K. B.** dependable, a draw and hold

K. B.s for 1920 will cover the Felt Shoe needs of the whole family from man to infant, for coldest winter protection, to outdoor Kumfy made in rich dark colors of Red, Green, Brown, Navy, Wine and Grey, with soft, wool padded sole. **KUMFYs** the dain- indoor

Kumfy made in rich dark colors of Red, Green, Brown, Navy, Wine and Grey, with soft, wool padded sole.

There will be one or more up-to-date jobbers in every province who will supply K.B. Felts. These jobbers will have K.B. samples early in the year.

**ONLY THE EARLY BUYER SECURES K.B.s**

*Made only by*

**The Cobourg Felt Co.**

COBOURG, ONT.

A. J. KIMMEL, President.



boots and shoes, Hamilton, Ont., was damaged by fire recently.

A shoe department has been opened in Lyon's Clothes Shop, Windsor, Ont., by Ken. McKay. Mr. McKay is a returned soldier.

P. B. Wallace & Son, leather and shoe store supplies, have taken a new warehouse at 466 Bathurst Street, Toronto, where they will have much larger quarters.

C. F. Schuszler, who is on the travelling staff of the Adanac Footwear Company, recently became the proud father of a nine pound baby girl.

The Montreal boot and shoe section of the Retail Merchants Association of Canada held a meeting on Nov. 13, Mr. A. DeMontigny presiding, at which the question of selling old stock to the Russian Government was discussed. Mr. DeMontigny and the acting secretary reported on the result of an interview with Mr. Alfred Lambert, who originally made the suggestion that a syndicate of retailers should be formed for the purpose of disposing of the old stock. Mr. Lambert outlined certain plans by which the business could be conducted, and it was decided to get in touch with the representative of the Russian Government in the United States.

Letters patent have been granted to the Quebec Heel Company, Quebec City, capital \$49,000. They are empowered to manufacture and trade in heels, stiffeners and other boot and shoe supplies and accessories, and also to trade in leather. Mr. L. Henri Dupre is at the head of the concern.

J. Pantelimon, Ottawa, Ont., has succeeded to the shoe repair business of B. Kaufman.

An Ontario charter has been granted to the Robert Wilson Shoe Store, Hamilton, Ont.

Root & Miller, shoe retailers, Ottawa, Ont., have dissolved partnership. The business is being continued by Max Miller.

The Allied Shoe Factories, Limited, Simcoe, Ont., have obtained a charter.

The Weekly Bulletin, of Boston, states that a Canadian tanner is offering in that city genuine colored kangaroo at \$1.50 and \$1.40; blacks at \$1 to \$1.10 and calf at \$1.38 to \$1.40.

S. A. Atkinson, shoemaker, Burke's Falls, has sold out.

M. H. Sprague, shoe retailer, Springhill, N. S., died recently.

The Anglo-Canadian Leather Company, Toronto, gave their employees a full day's holiday on Armistice Day. The same employees hold a Prince of Wales honor flag with six crests as evidence of their support in the recent Victory Loan.

The Rockland Shoe Repairing Company, Jacob Kaminetsky, proprietor, Montreal, have registered.

Frank L. Smith has succeeded to the boot and shoe business of Andrew Innes, Port Dover, Ont.

**WANTED—POSITION AS TRAVELLING SALESMAN** for the Maritime Provinces, with well established line. Married man, 36 years of age. Active, and can furnish A1 references re ability, habits, etc. A. B. C., Box 970, Footwear in Canada, Toronto. 7-tf.

**TRAVELLER WANTED** for different territory to handle a complete line of Shoe Findings. Big proposition. Good commission paid. Address, "Leather," Box 1934, Montreal, Que. 12

**TRAVELLER'S SHOE SAMPLE CASES FOR SALE.** Twelve strongly built red fibre cases, metal bound and rivetted. Dimensions: Length 36 in., width 12 in., height 8 in., outside measurements. All in good order and condition. To be sold cheap. Apply Geo. A. Slater, Limited, Montreal, Que. 12



## SALE OF Military Stores ETC.

### Dry Goods, Hospital Furniture, Bedding, Hardware, Leather Goods, Junk, Etc.

---

**SALES WILL BE MADE BY SEALED TENDERS**

---

Persons desiring to tender are requested to register their names and addresses with the

**Secretary of the War Purchasing  
Commission, Booth Bldg., Ottawa**

stating the class of goods in which they are interested, whether new or second-hand or both.

Tender forms with full details of the goods and places at which samples may be seen, will be mailed when ready to those who have registered as requested above.

#### Special Terms to Hospitals, Etc.

Dominion, Provincial, and Municipal departments, hospitals, charitable, philanthropic, and similar institutions which are conducted for the benefit of the public and not for profit may purchase goods without tender at prices established by the War Purchasing Commission.

#### Returned Soldiers and Sailors and Widows and Dependents

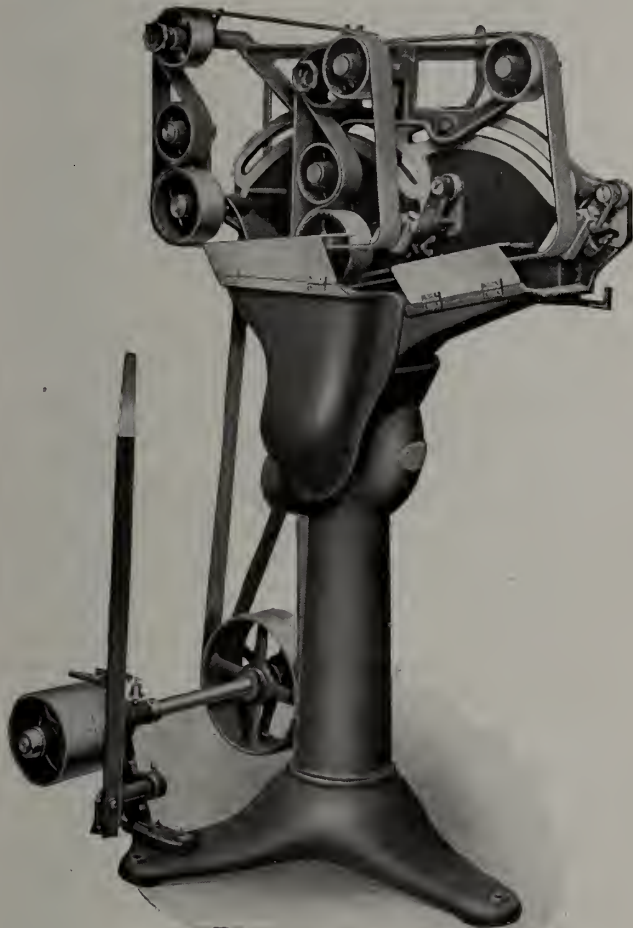
of Soldiers and Sailors killed in the War may obtain supplies, for their own personal use and not for re-sale, through the nearest branch of the Great War Veterans Association who will combine individual orders and forward to the War Purchasing Commission through the Dominion Command of the Great War Veterans Association. These services are rendered by the Great War Veterans Association to all parties in the classes named, whether members of the Great War Veterans Association or not.

All communications should be addressed to the Secretary, War Purchasing Commission, Booth Building, Ottawa, who will be glad to supply lists and further details to those interested.

## For Greater Production and Better Work

install a

# DUPLEX Heel Breast Scourer



This machine will scour a perfect breast on all styles or shapes of vertically breasted heels of any height, pitch or curve no matter what shape or style of shank. It enables you to rough and fine scour heel breasts at the same time by using two fixtures—one running a coarse abrasive belt and the other a fine abrasive belt. There is no other method to equal the operation of this machine for speedy production, nor for quality of work. It pays for itself in short time by abrasive saved, so write us to-day for further particulars.

THE  
**Louis G. Freeman Co.**  
CINCINNATI, OHIO

Canadian Representatives International Supply  
Company, Kitchener, Ont., Montreal, Que.

## Leathers

Glazed Kid

Black and all colors.

Side Leathers

All grades, all weights, all right

Glove Leather

Grain and splits, all kinds, all colors

## Shoe Findings

Buttons, Bows, Fabrics, Topping,  
Drills, Twills, Cottons, Cork Screws,  
Flannels, Cotton Threads, Ducks,  
Poplin

Canadian Representatives :

*Standard Kid Mfg. Co., Boston*

*The Thomas Lake & Whiton Inc., Boston*

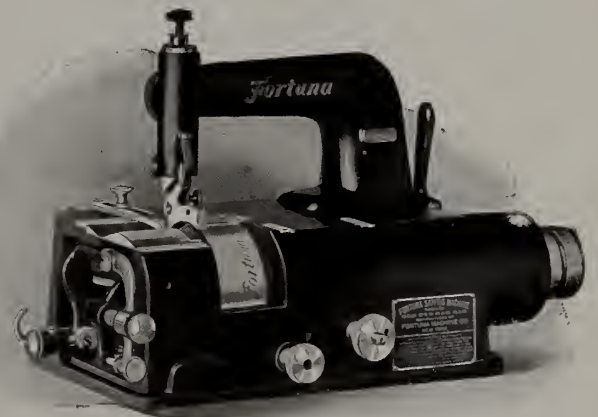
You will confer a favor to us if you call on them when in  
Boston. They will surely interest you.

## Pierre Blouin Reg'd

QUEBEC  
60 Colomb St.

MONTREAL  
59 St. Peter St.

## Fortuna Skiving Machine



For Manufacturers who Skive Leather, Felt,  
Cork, Rubber or Paper

Used extensively by Manufacturers of  
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE  
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

**Fortuna Machine Co.**

127 Duane Street - NEW YORK

# Merry Christmas

**Y**  
**A**  
**M**  
**A**  
**S**  
**K**  
**A**

Solid leather, made for wear, with the appearance that describes a well made shoe, Yamas-ka is the neat, trim footwear that your customer is looking for from a service standpoint. He will be looking for it all through the coming year, and it is up to you to have the goods when he calls. Stock up well with this splendid line.



Try this  
 service  
 for  
 1920

La Compagnie  
**J. A. & M. COTE**  
 ST. HYACINTHE, QUE.



WHEN the Christmas Carols are sung, and after the last dying embers of the old year have burned out, the dealer will turn to business interests and responsibilities. We trust that his business review of the year just closed will justify his continued confidence in Life-Buoys. This Superior Quality, All-Canadian Brand of rubber footwear for 1920 will embrace new and improved ideas.

The importance of conserving present high priced leather goods will be sure to prove an incentive toward urging his customers to protect their shoes under all unfavorable weather conditions


# A Merrie Christmas to You

*of the good  
old fashioned  
kind*



## THE KAUFMAN RUBBER CO. LIMITED

Head Office and Factory: KITCHENER, ONT.



**Pan American  
KID**

Seal Brown and Black

**Perkins & McNeely**  
Philadelphia

Canadian Representative—  
**Ed. R. LEWIS**  
45 Front St. E., TORONTO



MANY MORE DESIGNS BESIDES THESE

**Make Your Show Windows Pay Your Rent**  
Many Sales are made on the Sidewalk  
**Window Display Fixtures**

A Wonderful set of Patented Interchangeable Window Display Fixtures for displaying Men or Womens' Shoes. Set will give 10 Years Good Service in effective trade pulling window trim.

The Fixtures you see above are only a very few of the designs that can be set up with the full set, besides hundreds of standard fixtures can be set up.



Made of Oak, either Golden, Antique or Weathered Finish. Set is put up in a Hardwood Hinged Lid Storage Chest, a good place to keep the extra Younits not in use. There are thousands of sets in daily use.

**No. 101** Set has 220 Interchangeable Younits For Large Windows, **\$48.12**  
**No. 101½** Set has 110 Interchangeable Younits For Medium Windows, **\$27.50**  
**No. 101¼** Set has 55 Interchangeable Younits For Small Windows, **\$17.32**

Stock carried in Hamilton, Ont. Order direct or thru your jobber. Send for catalog. Patented and made in Canada.  
**The Oscar Onken Co. 5950 Fourth Street Cincinnati, Ohio, U. S. A.**

# Henwood & Nowak Inc.

**BLACKS**  
and  
**COLORS**

**95 South Street - BOSTON, MASS.**  
Tannery : Wilmington, Delaware, U.S.A.



**SHOE-STAMP-SPECIALIST**

**W.D. ARMSTRONG**

ENGRAVER OF FINE STEEL STAMPS & DIES  
230 CRAIG ST. WEST, MONTREAL, QUE. PHONE 675  
MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN  
& ADD AN ARTISTIC FINISH TO YOUR SHOES  
WHICH WILL INCREASE YOUR SALES.  
ORIGINAL DESIGNS SUBMITTED

Established 1863

**THE KING BROTHERS CO., LIMITED**  
WHITBY, ONTARIO

Manufacturers of

**Chrome, Combination and  
Bark Tanned  
Side Upper Leathers**

Ooze, Flexible and Wax Splits for Home and  
Export Trade



Model No. 2 for A & B widths  
 Model No. 3 for C & D widths  
 Model No. 5 forms up Spats, size 1 & 2.

**Don't Say the Old Way is "Good Enough"—**

And waste valuable time stuffing your shoe tops with paper, etc., which distorts their appearance when at a small cost you can make your display shoes look trim and graceful. "ADJUSTO" BOOT TOP FORMS are quickly and easily adjusted—No springs to get out of order or screws to adjust. The slide does the trick—it expands the form and gives the shoe top a smooth graceful appearance and holds it in perfect position. Try this simple inexpensive way. The cost is small but results are great. Order enough for your windows to-day. Price \$3.00 per dozen, f.o.b. Pittsburg. If your jobbers cannot supply you, order direct.

U. S. SPECIALTY MFG. CO., Pittsburg, Kansas, U. S. A.  
*(Remember it's KANSAS)*

**Women's McKays**

Embracing quality and style introduced by skillful workmen with high-grade materials.

**Shoes for Men, Youths and Boys**

A line of footwear that is distinctly high grade, yet attractively priced to appeal to those who demand style and quality at reasonable figures.

**Profitable  
 Lines  
 For  
 The  
 Jobbers**

**LAGACE & LEPINAY**  
 22 ST. ANSELME STREET  
**QUEBEC**

*Largest Manufacturers in Canada*

—of—

**STEEL DIES**

for

**Shoe and Rubber Manufacturers**

**Prompt  
 Service**

**Guaranteed  
 Work**

**JAS. CLELAND, REGD.**

16 St. George St., Montreal



**Our McKay Sewed and Standard  
 Screwed Shoes**

will stand plenty of hard wear. Made on foot-fitting lasts that will give comfort to the wearer and are durable. The range includes—Men's, Boys', Youths', Little Gents', Children and Infants' Black Chrome, Box Kip and Gun Metal Sides. Your jobber will quote you prices, or write us direct.

**A. A. COTE & SON, Limited**

Successors to St. Hyacinthe Soft Sole Shoe Co. Limited  
 ST. HYACINTHE, QUEBEC

## ALPHABETICAL LIST OF ADVERTISERS

Aird & Son . . . . .	46	Fortuna Machine Co. . . . .	91	New Castle Leather Company . . . . .	97
Ames-Holden-McCready . . . . .	15	Franklin Machine Co. . . . .	108	New Shoe Machinery Co. . . . .	102
Armstrong, W. D. . . . .	94	Freeman, Louis G. . . . .	91	Oscar Onken Company . . . . .	94
Beal Bros. . . . .	42	Gagnon, Lachapelle & Hebert . . . . .	100	Panther Rubber Company . . . . .	Cover
Beckwith Box Toe Company . . . . .	101	Getty & Scott . . . . .	32	Perfection Counter Co. . . . .	98
Bennett Limited . . . . .	5	Girouard, Le Maison . . . . .	102	Perkins & McNeely . . . . .	94
Blachford Davies Limited . . . . .	10-11	Globe Shoe Company . . . . .	88	Ritchie, John . . . . .	7
Blouin, Pierre . . . . .	91	Goodrich, Hazen B. . . . .	102	Regal Shoe Company . . . . .	1
Boot and Shoe Union . . . . .	106	Goodyear Tire & Rubber Co. . . . .	44	Robin Bros. . . . .	17
Borne, Lucien . . . . .	109	Hawley & Co., A. E. . . . .	40	Robinson Co., Ltd., James . . . . .	20-21
Boston Blacking Company . . . . .	96	Henwood & Nowak . . . . .	94	Saba & Co., C. A. . . . .	103
Breithaupt Leather Co. . . . .	24	Hinde & Dauch Paper Company . . . . .	108	Samson Enr., J. E. . . . .	109
Brodie & Harvie . . . . .	108	Independent Rubber Co. . . . .	45	Scholl Mfg. Company . . . . .	31
Canadian Consolidated Rubber Co. . . . .	3-52	International Supply Co. . . . .	23	Slater Shoe Company . . . . .	9
Canadian Footwear Co. . . . .	6	Kaufman Rubber Co. . . . .	93	Spaulding & Sons, J. . . . .	22
Champion Shoe Machinery Co. . . . .	107	Kelly, Thomas A. . . . .	99	Standard Kid Mfg. Company . . . . .	4
Childrens Footwear Limited . . . . .	18	Kenworthy Bros. . . . .	111	Sisman Shoe Company . . . . .	25
Children's Shoe Mfg. Co. . . . .	48	Kescot Mfg. Company . . . . .	34	Taylor-Forbes Co. . . . .	103
Citadel Leather Company . . . . .	14	King Bros. . . . .	94	Textile Mfg. Company . . . . .	103
Clapp, Edwin . . . . .	40	LaDuchesse Shoe Company . . . . .	98	Tetrault Shoe Mfg. Co. . . . .	47
Clark Bros. . . . .	43	Lagace & Lepinay . . . . .	95	Tillsnburg Shoe Co. . . . .	42
Clarke and Co., A. R. . . . .	35-38-112	Lady Belle Shoe Co. . . . .	16	United Shoe Machinery Co., Ltd. . . . .	104-110
Cleland, Regd., James . . . . .	95	Lang Tanning Co. . . . .	50	United States Hotel, Boston . . . . .	109
Cobourg Felt Company . . . . .	89	Landis Machine Company . . . . .	99	U. S. Specialty Mfg. Co. . . . .	95
Cote & Son, A. A. . . . .	95	Midland Shoe Company . . . . .	41	Valentine & Martin . . . . .	33
Cote, J. A. & M. . . . .	92	Miner Rubber Company . . . . .	26-27	Wallace & Son, P. B. . . . .	18
Dalrymple Pulsifier Co. . . . .	49	Miner Shoe Company . . . . .	13	Westcott-Whitmore Co. . . . .	30
Daoust-Lalonde & Company . . . . .	19	Minister-Myles Shoe Co. . . . .	28	Wheeler & Cummings . . . . .	99
Duchaine, Ludger . . . . .	98	Mooney Co., A. G. . . . .	102	Williams Shoe Co. . . . .	51
Duclos & Payan . . . . .	8	Narrow Fabric Company . . . . .	103	Wright & Co., E. T. . . . .	39
Dupont & Frere . . . . .	29	National Cash Register Company. . . . .	103		
Edwards & Edwards . . . . .	108				
Ezy-Walk Mfg. Company . . . . .	44				
Eureka Shoe Company . . . . .	49				

# MADE IN CANADA

Our line of Channel Cements, Sole Laying Cements, Chrome Cements, and Surefold is a quality line.

The first consideration given to their make-up is QUALITY.

You may depend on them being as good a Cement as can be made.

## **Boston Blacking Company**

152 McGill Street, MONTREAL, Canada





*“Judge It by Its Users”*

**New Castle Leather Company, Inc.**

NEW YORK

Boston

Montreal, Can.

Chicago

*and the Principal Leather and Shoe Centres Everywhere*

Factory, Wilmington, Del.



## An Attractive Showing

"La Duchesse"  
McKay shoes  
for women and  
Turn Slippers  
for men will ap-  
peal to you on  
their merits as

High Grade footwear. You need look  
no farther for high grade shoes.

Handle "La Duchesse" Manufacture.

### "La Duchesse" Shoe Co.

Registered

M O N T R E A L

## "PERFECT"



—in  
every  
sense  
of  
the  
word

## The Perfect Counter

A fibre counter that puts a distinctive  
quality into your shoes which becomes ap-  
parent when the wear is strenuous, giving  
an excellent fit, unequalled comfort and sat-  
isfaction.

Try the "Perfect" and you'll endorse our  
statements.

### Perfection Counter Limited

699 Letourneux Ave. Cor. Ernest St.  
Montreal

# High Class Footwear

Worthy of the approval of Jobber and Dealer.

Combining an attractive appearance and durability, and giving  
exceptional comfort in wear, our

## Men's, Women's, Boys' and Youths' Welts and Medium McKays

are lines of high class footwear correct in style and quality.

*We Sell Jobbers Only*

## LUDGER DUCHAINE

593 St. Valier Street, Quebec City

## GOOD PATTERN DESIGNING

IS AN ACQUIRED ART

Fitting the Lines of a Last is not a Mechanical Operation but a matter of Skill—a result of Years of Study and Training.

PATTERN MAKING Demands Rare Judgement to Give Style and Graceful Lines, and Assure Conformity to the Original Last Outlines—

FITTING QUALITY DEMANDS ACCURACY

## WHEELER & CUMMINGS

179 Lincoln St., Boston, Mass., U.S.A.

# KELLEY KID

*LEADS THEM ALL  
in Uniformity,  
Fine Texture, Wearing Qualities and Finish*



In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

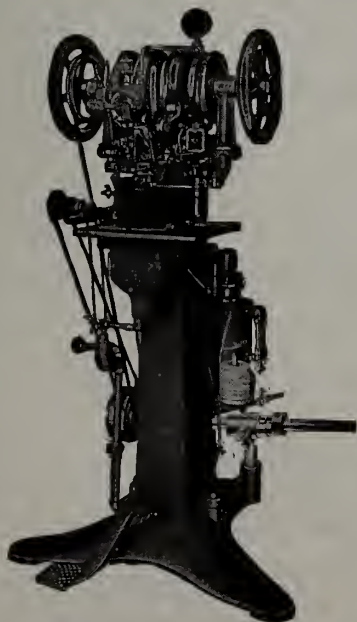
## Thomas A. Kelley & Co.

Tannery and Main Office, LYNN, MASS.

Selling Agents:

ROUSMANIERE, WILLIAMS & CO.  
87-93 Lincoln St., BOSTON, MASS.

# Landis Outfits are Money-Makers

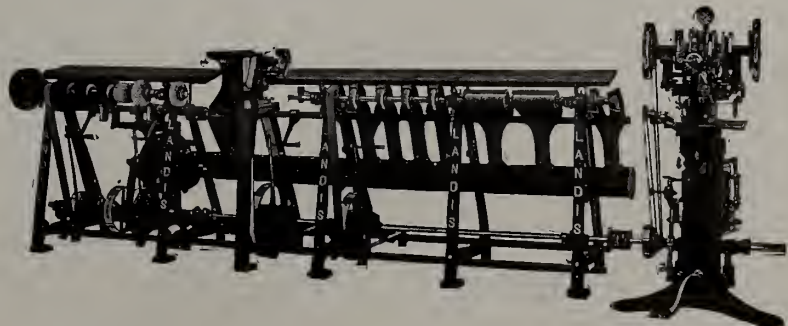


Landis No. 12 Shoe Stitcher.  
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to Landis Model 25 Finisher.

**Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.**



# Christmas Greetings

*We extend to  
you our  
Heartiest  
Wishes for a  
Joyous  
Christmas and  
for a  
New Year of  
Peace,  
Happiness and  
Prosperity*

Our splendid lines for women, misses, children and infants are well known to all the progressive jobbers in the land. We only wish to remind them as the New Year approaches that our product is one of proven success in the past. It may therefore be looked upon with perfect confidence as a trade builder for the coming year and the bigger future. Get in touch with us early.

## Gagnon, Lachapelle & Hebert

*Shoe Manufacturers*

55 Kent St.

Montreal

# The Season's Greetings



*and Wishes  
for a  
Good  
New Year*



**T**HE makers of the Vulco Unit Box  
Toe are pleased to extend to their  
friends, an appreciation of their  
patronage during 1919.

We wish you and yours the best for the  
coming year and hope we may enjoy your  
goodwill in the future as in the past.

**Beckwith Box Toe Limited**  
SHERBROOKE, QUEBEC

On and after Oct. 1st the Eastern Townships Shoe Co., of St. Hyacinthe, Que., will be known as

## La Maison Girouard Limitee

otherwise the organization remains the same, and we will continue to solicit your orders for:

"Eastern" White Canvas Shoes, "Eastern" Over-gaiters, "Eastern Felt Leather Footwear and Maltese Cross Rubbers

**HAZEN B. GOODRICH & CO.**  
HAVERHILL - MASSACHUSETTS



MANUFACTURERS

MEN'S & WOMEN'S SLIPPERS, OXFORDS, PUMPS

## Shoe Tools & Findings



"Boston Best" Knives—Made in a full line of styles and sizes.



"NSMC" Heel Remover. Also manufacture Tack Pullers, nail sets, pincers, hammers, etc.



"Boston" Button Fastener



"Savelette"



Also manufacture a number of different styles of pliers for use in connection with button, button fasteners, and staples for attaching buckles and bows to shoes.

**The New Shoe Machinery Co.**  
122 North Main St., PROVIDENCE, R. I., U.S.A.

Distributors for Provinces of Saskatchewan, Alberta and Manitoba.

**THE GREAT WEST SADDLERY CO.**  
WINNIPEG SASKATOON CALGARY

# *A Merry Christmas* *and* *A Happy New Year* **TO THE TRADE**

May this Christmas, which finds many a happy family united once more, be full of joy for you

*and*

may 1920 provide a generous share of prosperity and health for you and yours

*and*

may your business thrive in the coming year.

## **A. G. Mooney & Co.**

220 Lemoine St., MONTREAL

Threads

Shoe Laces

Weltings

*Nufashond*  
TRADE MARK REG.

**Porpoisette**

Better than real porpoise laces

Looks like leather, but stronger and wear longer. Uniformly woven throughout — no weak spots.

*Ask your jobber*  
*We'll send samples upon request*

The Narrow Fabric Co  
Reading, Pa.

*Makers of the famous Nufashond Fabric Tip Shoe Laces*

**C. N. SABA & COMPANY**

**TORONTO**

---

Wholesale  
**BOOTS**  
and  
**SHOES**

---

*Wishes you all the Compliments of the Season*

**SHOE LACES**

**MADE IN CANADA**

---

*Supply*  
*Shoe Manufacturers and Wholesale Trade only*

**Textile Manufacturing Co., Ltd.**

439 Wellington Street West  
TORONTO

**Do You Stock The "Tip-Top" Shoe - Holder?**

It's the only style on the market with adjustable feet holding the shoe absolutely rigid with the top well stretched—making it easy to clean a pair of shoes without soiling the clothes and hands.

Patented in Canada, U.S.A. and Great Britain.

Finished in Dull Nickel or Polished Nickel as required.  
Packed one set in Carton—one dozen sets in Case.

They sell to shoe shine parlors and also to the man who cleans his own shoes.

If you don't stock them send a sample order and show them to your customers—you will be pleased with the result.

Manufactured by  
**TAYLOR-FORBES COMPANY, Limited**  
GUELPH TORONTO MONTREAL VANCOUVER

The logo for the United Shoe Machinery Company (USMC) is rendered in a stylized, bold, blackletter font. It consists of the letters 'U', 'S', 'M', and 'C' intertwined. To the right of the logo are two horizontal parallel lines.

# SHOE BRUSHES

Bottom Finishing  
Shank Finishing  
Heel Finishing  
Cloth Polishing  
Heel Blacking  
Hand Brushes  
for all purposes.

Our long experience in handling Brushes for the Shoe Manufacturing Trade enables us to guarantee satisfaction.

## DO NOT EXPERIMENT

with brushes of unknown quality. Order your requirements from us and be satisfied.

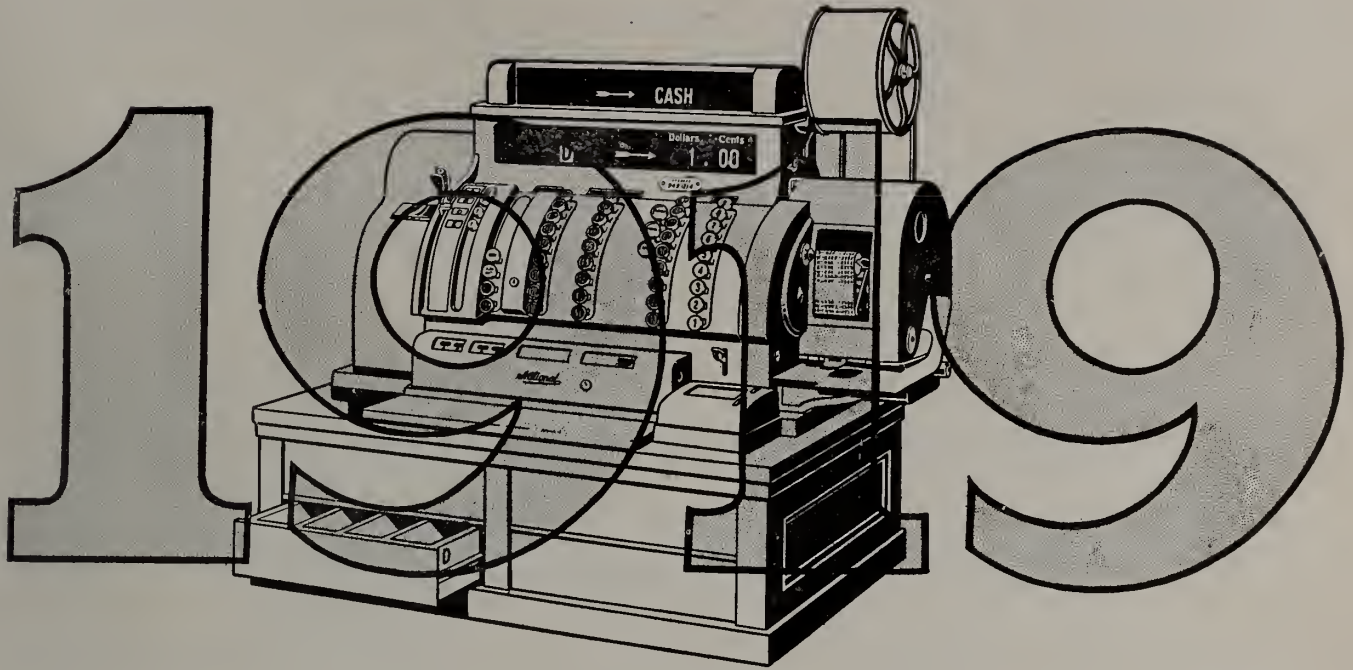
United Shoe Machinery Company of Canada, Limited  
MONTREAL

TORONTO  
90 Adelaide Street West

KITCHENER  
179 King Street West

QUEBEC  
28 Demers Street





## Our business doubled this year

**W**E did twice as much business this year as we did during any other year in our history.

This shows that merchants realize more than ever before that they should get their store records quickly and economically by machinery instead of by the slow, expensive hand method.

It shows in the best way possible that up-to-date National Cash Registers

are helping merchants solve their problems most satisfactorily to themselves, their clerks, and their customers.

It is the very best evidence that our efforts to build a labor and time-saving machine are appreciated by merchants everywhere. It shows that up-to-date National Cash Registers are meeting the needs of retail stores in every country in the world.

### Up-to-date National Cash Registers are a business necessity

The National Cash Register Company of Canada, Limited

BRANCH OFFICES:

Calgary.....714 Second Street, W.  
 Edmonton.....5 McLeod Bldg.  
 Halifax.....63 Granville Street  
 Hamilton.....14 Main Street, E.  
 London.....350 Dundas Street  
 Montreal.....122 Catherine Street, W.  
 Ottawa.....306 Bank Street

Quebec.....133 St. Paul Street  
 Regina.....1820 Cornwall Street  
 Saskatoon.....265 Third Avenue, S.  
 St. John.....50 St. Germain Street  
 Toronto.....40 Adelaide Street W.  
 Vancouver.....524 Pender Street, W.  
 Winnipeg.....213 McDermot Avenue

Factory : Toronto, Ontario




---

## *For Every Buyer*

The retailer who wishes the trade of the buying public must handle shoes bearing the Union Stamp.

Union Stamp footwear *alone* appeals to one hundred per cent of the buying public.

Union Stamp footwear may be secured in all grades and all prices, for every member of the family.

We will gladly send you, on request, a list of manufacturers of Union Stamp Shoes.

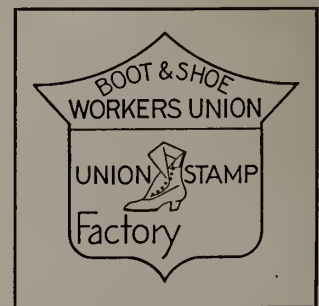
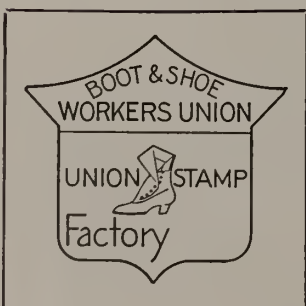
### **Boot & Shoe Workers' Union**

*Affiliated with the American Federation of Labor*

246 Summer Street - Boston, Mass.

COLLIS LOVELY, Gen'l President. CHAS. L. BAINE, Gen'l Sec'y-Treas.

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# A Shoe Merchant

With a

# Champion Shoe Repair

## Department, said

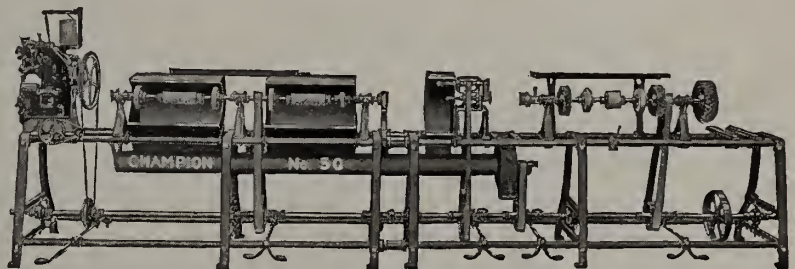


Every customer for a new pair is a prospect for the repair department.

By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion Machines are sold outright (no royalty) for cash or on monthly payments.**



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.



Universal Model Curved Needle and Awl Shoe Stitcher—heated by gas, gasoline, or electricity.

**Over 20,000 Champion Machines of various types in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

**CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.**

Please send me particulars about a shoe store repair department.

Name ..... Street .....

City ..... State .....

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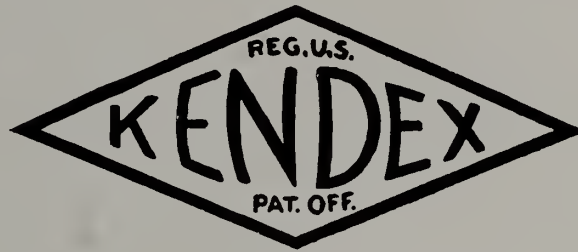
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